

FEBRUARY 15, 1946



TWENTY-FIVE CENTS

Sales Management

MORALE ON THE SALES FORCE

What can we do to keep it healthy?

See page 37. ★

PRODUCT RESEARCH

The Viscose laboratories are a four-way sales tool.

See page 42. ★

PRICING POLICIES

Shall we display and advertise price? A new SM survey.

See page 46. ★



HE provides with his strength



Painted for McCall's by Jerry Farnsworth, N. A.

SHE provides for his strength

Providing for the family's prosperity is man's role. Providing for its well-being is essentially woman's.

This natural division of responsibilities is quite logically reflected in a difference in point of view and reading habits.

Top of the list of "must" reading, for instance, with the women in more than 3,500,000 homes are the regular articles on nutrition, meal planning and homemaking in general which they find in McCall's.

This editorial content is a source of inspiration as well as information.

***Women Look to
McCall's for Ideas***

It is something women actually *live by*. It meets their particular needs in unique fashion because it grows out of continuous research in the homes of McCall's readers.

The keen interest with which women approach the reading of

McCall's explains why ideas move so effectively off McCall's pages into the minds of its readers.

If you make or sell anything of interest to women, you will find your most responsive prospects among the women who live by

McCall's

THREE MAGAZINES IN ONE

*SHE RUNS OUR CLOTHES LINE



*MARY JANE GAUEN
Fashion Editor

IN DETROIT stores and shops, Mary Jane Gauen, Free Press Fashion Editor is as welcome as Santa Claus. As a matter of fact, that's just what she is, many a time, for these stores and some 400,000 Free Press women readers.

Mary Jane's job is to find "finds" in women's wearables and to tell our readers about them, calling in Ann Major, Free Press fashion artist, to make sketches for the eye-appeal angle. Together they engineer one of the best-read features on the women's pages. Just how good it is—how Free Press readers appreciate Mary Jane's work—how they respond is shown by the 67,999 telephone calls that came to our Women's Service Bureau on this one

feature in 1944. In 1945, the call count jumped to 102,754, an increase of 51%.

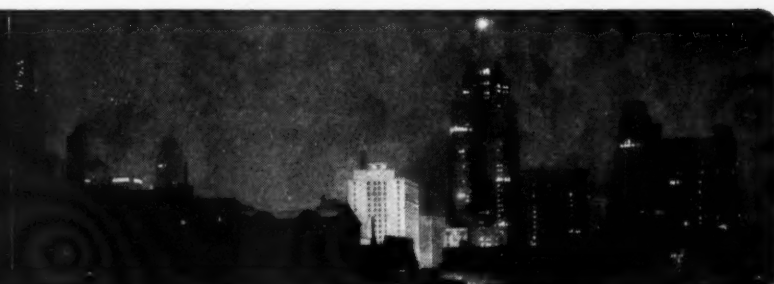
Here is substantial evidence of the manner in which this newspaper delivers results—a forecast of what you too can do with advertising, once pulp passes its priorities, or other bottlenecks, and we have more agate lines for sale.

In the meantime, may we remind you that The Detroit Free Press is best-read, best-liked, most-wanted in this area, because of the good work of Mary Jane Gauen and her editorial associates who collaborate whole-heartedly to put out a mighty good newspaper every day.

The Detroit Free Press

JOHN S. KNIGHT, PUBLISHER

A Dynamic Paper
SERVING
Dynamic Detroit



FEBRUARY 15, 1946

[1]

Sales Management

VOL. 56, NO. 4; FEBRUARY 15, 1946

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CAESAR PETRILLO

& ORCHESTRA: LOUD CYMBAL CRASH FOLLOWED BY "HEARTS AND FLOWERS"

BYSTANDER: Just a moment, Madam. Was it necessary to clout poor Filbert quite so hard and leave him lying there like a limp rag? After all, you're only acting!

FILBERT'S My good man, I can see that you haven't been around

LAST WIFE: WBBM very long. We spare nothing—and no one—to get real-life atmosphere in our programs. Next week I play the third of Bluebeard's seven wives—and I'll die gladly and just as realistically for the sake of WBBM Showmanship.

BYSTANDER: Hmmm—evidently you are a very remarkable woman, Madam.

FILBERT'S Not at all, my inexperienced friend. Ask the people who

LAST WIFE: do WBBM's 178 other local broadcasts and they'll say the same thing. After all, we must measure up to CBS standards of production. The same directors, musicians and technicians who produce CBS programs also produce local WBBM shows. Above all, we can't disappoint our listeners. They've tuned us to the highest daytime rating (8 A.M.-6 P.M., Monday through Saturday) in Chicago*—and they expect the best in radio.

BYSTANDER: This needs looking into.

FILBERT'S You can say that again—and again. You'll always

LAST WIFE: find WBBM daytime radio highly entertaining—and, if you're a sponsor, highly profitable. As for Filbert, don't worry. They'll carry him off in grand style. It's part of WBBM's all-around Showmanship service!

CAESAR PETRILLO

& ORCHESTRA: UP WITH "TRIUMPHAL MARCH" AS FILBERT IS CARRIED OFF.

*C. E. Hooper, any and all recent reports



From Discord—Music

Businesses are born, sometimes, in strange ways. Back of the early stirrings of most American industries are stories to provide Scheherazade with enough material for a second 1,001 nights.

How one new venture—which looks like success in the making—got its start is *one* story we can tell you about. The venture is Record-Album-of-the-Month Associates, Inc.; perhaps your imagination has already been piqued by their advertisements which have appeared in book sections of newspapers all over the country. The venture was born in a prison camp in Germany!

This is what happened: Bob Sternberg, a young American aviator who had been shot down and thrown into a German prison, had his sanity saved, he firmly believed, when one day he was given by the Red Cross a small, hand-wound phonograph and a few recordings. He and his buddies played the records over and over—until the surface noise of the old waxings almost obscured the music.

As time went slowly by, with only the records and letters from home to ease loneliness, the Red Cross managed to send other records—a few at a time. But those worn discs, most of them selections which Bob probably wouldn't have chosen for himself, were a Godsend. Through them he learned the value of music, and through them he conceived the idea for his company. To while away the long, uneventful hours he began to think about a business of his own. Getting records by mail had been for him a benediction—but getting them by mail in the free world, he reasoned, would be a wonderful convenience! He had been a subscriber of The Book of the Month Club. Why couldn't he begin, he asked himself, a sort of Record Album of the Month Club?

When Bob was discharged he went all-out for his prison-born brain child. His plan works like this—each month a panel of judges, experts all, listens to all record albums which have been released by the various recording companies. Three albums, one each for the Classical, Popular, and Jazz fields, are selected by these judges. (As many as 500 records are heard before the final recommendation of the judges.)

After the judges have done their selecting, Record Album-of-the-Month mails to each member a description of the three sets selected. Interesting facts about the recording artists and music go along with the description.

The albums themselves are designated simply as "Album A," "Album B," "Album C." If the subscriber wants

"Album A" he does nothing. It will be sent to him automatically. But if he prefers either of the other two, or all three, he says so on the special form with which he is provided. If he doesn't want any of the three he doesn't have to take one. Members are not compelled to buy any specific number of albums during the year—a departure from the norm. But with each four albums purchased the member is *given* a fifth.

The response has been terrific. There seem to be, says Bob, a whale of a lot of people hungry for music.

... Including a Rockpile

A star in current ascendancy on the designing scene is Design House. Watching it rise—in proud and happy amazement—are its two plotters, Marvin Monk, who is sort of an *enfant terrible* in design circles, being 24, and Frank Duncan, 30, one of New York and Hollywood's top display men.

Three months ago the house, which is down to hanging out the S.R.O. sign, was no more than a nebular speck in the eyes of its owners. Messrs. Monk and Duncan were working at Lord and Taylor, painting murals, redesigning tea rooms, and creating glamorous show pieces around the store—each doing his particular specialty. Mr. Monk, a Georgia boy, who had, at one time helped to draw Popeye, used to chat with Mr. Duncan about a design house of their own during their mutual lunch hour. Both were straining at the seams to begin a house which would be a radical departure from its more usual ilk—one which would provide shops, possessed of more ambition than know-how, with some good design and more of the chic which has made 5th Avenue windows the show-stoppers they are.

At last, one day—with more confidence than dollars—they hung out their shingle in Mr. Monk's apartment. In less time than it takes to break a lease Mr. Monk was painting a plywood wall, 8' x 16', in the living room; Mr. Duncan and his staff had taken over the dining room, filled it with manikins, ribbons, feathers, and chandeliers. Add to that one maid, two cocker spaniels, one harassed bookkeeper. They hired a hall. At the moment even the hall is crowded to the rafters with artists—busily painting the delightful *papier-maché* figures which began as a sideline and which they now manufacture and distribute through one of the largest display fixture concerns; artists happily draping cloth over the chassis of a svelte model; artists sketching sections of rooms which will eventually take form as model rooms built around a rug—all encompassed in the narrow confines of a show window!

The little *papier-maché* figures include impudent pink and blue daschunds with roguish smiles and flowers behind their ears, a coy mermaid, guaranteed to entice even a wayward male stare; an ethereal fairy with wings—and once, as a sideline, a rockpile which would have struck terror to the heart of a convict! Design House did each rock separately and a glacier couldn't have fashioned better rocks.

The plant traces 75% of its design business to one window—its first. This was a glove job which had as a backdrop a scarf, some ostrich plumes, and had a look about it as deceptively simple as a block puzzle. From it one agency alone gave them four of its accounts.

Since that time the sky has been the place's limit. It

SALES MANAGEMENT

M & F'S CIRCULATION CENSUS DISSECTS DETROIT TRADING AREA

New Report Introduces Ad Managers to Buyers in 463 Key Plants

Mill & Factory's latest Census report (Detroit) shows how many circulation facts used to be hidden *behind* statistics. Mill & Factory, through its revolutionary Circulation Census, gives you this:

1. Total number of worthwhile plants.
2. Their authoritative financial ratings.

3. Names and positions of men in these plants who receive and read Mill & Factory regularly.

It took months of work to assemble authentic facts on the Detroit market. There are 149 plants rated over \$1,000,000 - 142 others rated over \$200,000, and so on. Do you realize that Mill & Factory places



your advertisements in the hands of the key men in every one of these plants, and can tell you their names and positions?

This great job of personalizing Mill & Factory's nation-wide circulation is made possible through the cooperation of over 1300 industrial salesmen working for 133 of the nation's leading Industrial Distributors. They constitute the unmatched "circulation staff" that ferrets out and refines the precious facts that go into the Circulation Census.

Ask to see the job they did in Detroit.

...

Write or call CONOVER-MAST CORPORATION—205 East 42nd St., New York 17; 333 No. Michigan Ave., Chicago 1; Leader Bldg., Cleveland 14; Duncan A. Scott & Co., West Coast Representatives, Mills Bldg., San Francisco 4; and Pershing Square Bldg., Los Angeles 13.



Detroit, a region of industrial giants, constitutes an incomparable market for the output of producers, large and small, the country over. In this sales-rich territory, through M&F's columns, an advertiser points his copy to men who can say "Yes" and make it stick.

Mill & Factory Plant Rating and Coverage Table Detroit, Mich. Area

(Wayne and Oakland counties)

Ratings	No. of Worth- while Plants*	Number reached by Mill & Factory	Number of copies of Mill & Factory†
AAA	149	149 100%	310
AA	52	52 100%	73
A	21	21 100%	32
B	69	69 100%	88
C	66	66 100%	71
Unrated	**	106 —	138

*Excluding branches and warehouses.

**Includes unrated plants of substantial buying power.

†Tests show each copy of Mill & Factory is read by between 5 and 6 Plant Executives.



build a fire under this



Memphis is the largest mule market in the world. In the huge mule yards in Memphis, daily auctions are held where Mid-South plantation owners and managers come to buy and sell mules from all over this great trading area. The value of this market is estimated in yearly sales at \$7,000,000.00.

Radio Station WMC is the pioneer radio station of the Mid-South . . . The station that MOST people listen to MOST.

"Build a fire" under this mule market, with an advertising schedule over Radio Station WMC.

WMC
MEMPHIS, TENN.
5,000 Watts Day-Night
NBC
Owned and Operated
by The
Commercial Appeal

NATIONAL REPRESENTATIVES—THE BRANHAM COMPANY
THE STATION WITH A BILLION DOLLAR MARKET

[10]

was Design House which proved to Bigelow Weavers that the impossible could be done. In its quarters in New York City Bigelow had excellent window space on Madison Avenue which it wanted to use to best advantage. But what can you do, Bigelow asked Design House, with a rug in a window? Design's answer was a series of windows—built around the Bigelow line of rugs and using fore-shortened rooms to point them up. One was a corner of a library, with paneling of old boards, which had been pickled and had the appearance of salvaged driftwood. All of the accessories were antiques; the pictures hung on the paneling—American primitives. It took 10 minutes to work up to within nose distance of the windows.

Not long ago the house got the account of the Coat Corporation of America—a firm which had grown up like Topsy during the war. They needed something completely new to set off their bare storerooms. Design did the job so well that the two are in a little business together. Coat Corporation spotted some of Mr. Monk's designs for scarves—now Mr. M designs them for the company!

All they need now, says Mr. Monk, are iron constitutions and an ability to say "No." The rest will take care of itself.

Be Your Own Guest

An enterprising lady by the name of Edith Thayer Latimer, a New York City caterer, recently decided to come to the rescue of an ever-increasing stream of friends who, when they threw a little party, locked themselves in their kitchens for two days before the event for the purpose of running up gross lots of canapes. Came the party and the hostess inevitably was the woman with the frayed-around-the-edges look and the stringy hair.

Mrs. Latimer bought herself a quick-freeze unit, rolled up her sleeves and began to turn out frozen canapes—canapes of cheddar cheese and sherry, tuna meat in lemon juice, watercress on white or brown bread. She put them in rows on colorful cardboard, wrapped them in cellophane. Then she made a round of outlets, snared the Ultima chain of frozen-foods stores as her first big customer.

Ultima was fascinated with the canapes because here, they felt, was an entirely new and unthought-of use for frozen foods. Aside from that the canapes went like—well, canapes. The little idea which Mrs. Latimer had thought might add a dime or two to her coffers and provide a sideline to her main business of train boxes for travelers has been a bonanza. In fact, the canapes have just about put the train boxes out of business.

The boxes were another of the lady's clever ideas. When the war curtailed dining car service, many people found it impossible to get any nearer a Pennsylvania R.R. omelet than the baggage car. Sensing the gnawing need for some solid nourishment for the starving hordes, Mrs. L. began putting up deluxe train boxes with a service-for-two at five dollars.

Now she has a staff of 14 trained assistants. "I can shoot them in all directions," she says. By that she means—possessing no firearms complex—that she can send them out to the scene of any party to serve the food they have prepared.

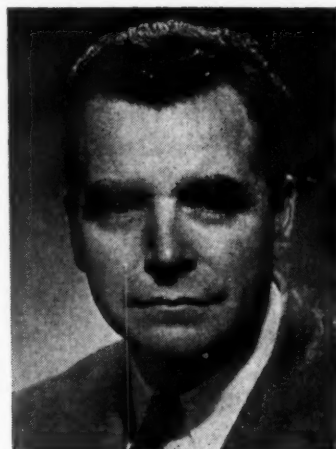
SALES MANAGEMENT



JAMES W. BIRKENSTOCK has been promoted to general sales manager of the International Business Machines Corp.



LT. HENRY C. L. JOHNSON has returned to Sylvania electric Products Inc., as advertising manager, Radio Division.



DONALD J. FINLAYSON has joined Lehn & Fink Products Corp., maker of cosmetics, as the general sales manager.

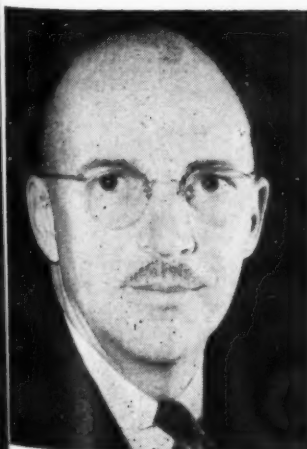
NEWS REEL



ALLYN T. BRANDT of B. F. Goodrich Chemical Co. has been appointed general sales manager of chemical products.



JOHN R. HOOVER has been elected vice - president in charge of sales of the B. F. Goodrich Chemical Company.



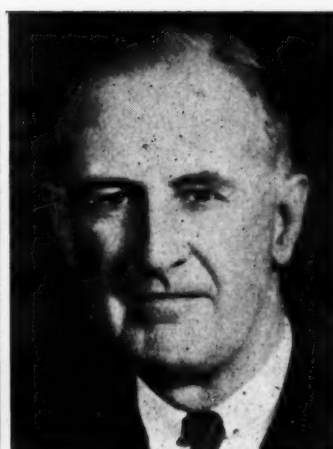
MALCOLM B. ALLEN, sales promotion manager, Winchester Repeating Arms, Western Cartridge, Bond Electric Divisions, Olin Industries, Inc.



COE D. SUYDAM has been named national sales manager of Birds Eye-Snyder, Inc. He was formerly the company's central division sales manager.



MILTON K. GREY has been made executive vice-president of Hill-Shaw Co. He joined the firm in 1937, and became general sales manager in 1941.



EUGENE HOLLAND former president of Florence Stove Co. has been elected president and director of The Masonite Corporation, Chicago



~~NEWSDEALER?~~ **MERCHANT!**

Newsdealer? Fewer than 10% of America's 91,000 magazine retailers are that and that alone. More than 65% of them operate drug, tobacco, stationery or confectionery stores. And there are more magazine stands in the nation's groceries and delicatessens than there are in all its hotels, bus stations, railway terminals, bookstores and office buildings combined!

Unquestionably America's newsdealers are primarily merchants...of soups and soaps and cigarettes as well as magazines.

And now, for the first time in publishing history, advertisers are offered a *single* medium through which to address their merchandising messages to *all* of them at one time... and at gratifyingly low cost.

For **NEWSDEALER** reaches the "TOP TWO-THIRDS" of the country's most progressive retailers—more than 60,000 druggists, tobacconists, stationers, confectioners, grocers, delicatessens and super-markets who stock *your* products right alongside of the country's most popular magazines.

Tell them your merchandising story in **NEWSDEALER**—the only publication that can carry your message direct to the heart of this otherwise widely scattered group. Write today for details of circulation and advertising rates, and for a sample copy of a new business paper that is destined to make merchandising history!

NEWSDEALER is distributed nationally through hundreds of leading independent magazine wholesalers whose route men call on each retailer on an average of twice a week. A high percentage of these wholesalers also distribute merchandise—an important new distributing outlet for many items. Write today for the complete story.



Newsdealer Magazine Inc.

40 East 49th Street • New York 17, N. Y. • Telephone: ELdorado 5-1085
ROY QUINLAN, Publisher • W. H. COBB, Vice Pres. & Adv. Mgr.

Kodak



Man most likely to succeed ... in selling his new line

War-taught technics make films better "salesmen" today than ever

Soon it will be dealers' choice.

You will need to put your proposition up to them more forcefully . . . more appealingly . . . more dramatically . . . than you've ever done before.

This you can do with sales promotional films. You have color. You have pictures.

You have motion. You have sound. Everything needed to do an interest-arousing, detail-explaining, action-inviting selling job . . . by every salesman . . . on every call!

At their resultful best . . . right now.

During the war, promotional films were used on the greatest scale ever. Result—improvements in production technics, in projection equipment, and refinements in distribution methods that make films one of today's most efficient sales and advertising mediums.

Your commercial film producer has the experience you need in using films—from the first planning to production and distribution. Call him in now.

Eastman Kodak Company, Rochester 4, N. Y.

Sales Promotional Films

—another important function
of photography

Don't

LET THIS FOOL YOU GREENVILLE, S. C.

(Incorporated Population) 34,734*

Greenville is listed with an official city population of 34,734. These city limits were established in 1865 and have never been extended beyond a 1¼ mile radius.

Because...

123,000* PEOPLE

Live within 10 miles
of the

POINSETT HOTEL

Greenville, a 100,000 market in its own right, is the trading center of 8 rich counties—total population, 402,600**—1944 retail sales \$83,678,500.** Greenville and Greenville County are South Carolina's leading retail sales areas.



Top coverage of South Carolina's top market, 103% family coverage in Greenville County—first county in South Carolina's 1944 retail food, lumber, building, hardware and general merchandise sales. 62% coverage in the 8 surrounding counties. Top spot on any South Carolina schedule.

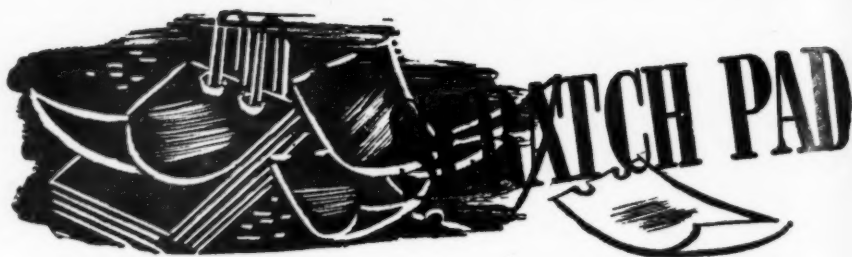
Represented Nationally by
WARD-GRIFFITH COMPANY, INC.

*1940 Census
**Sales Management Estimates—1944

GREENVILLE

IS A 100,000+ MARKET

1ST IN SOUTH CAROLINA



Thousands of Americans right now would vote this the most popular headline on a real-estate ad ever: "Here's Housing."

Incidentally, how did the housing-situation ever get into such a mess? Surely, the normal increase in population during four years of war couldn't have created a shortage like that.

If I read the pictograph in *Life* correctly, it will be 1950 before there are enough plumbers to go around. Why don't some of our young men take up plumbing instead of trying to become copywriters? They could make as much money, belong to a union, and get less criticism of their efforts.

Nescafé is still giving out with the whiskered headlines: "My Stars," shouted the movie-magnate."

And Williams shaving-cream is still telling us that "Actors' faces are extra-sensitive." Maybe so, but look how they stood up to pie-throwing when the movies were in their infancy.

Copywriters' Exuberance Dep't:
"The most extravagant gift-stunt of an extravagant Christmas was the sale of mink coats for dogs. In a New York Times advertisement headed: 'What a witch . . . since she got her Macy mink,' R. H. Macy, New York's biggest department-store, offered dogs' fur coats in mouton, muskrat, and mink, priced from \$12.49 to \$246, according to the size of the dog. Times readers promptly howled protest and Macy's hastily sent out form-letters, blaming the bad taste on a copywriter's exuberance. But it still offered dogs' fur coats for sale, and by week's end had sold some muskrat and mouton . . . though no mink."—*Life*.

An all-time low in something or other, it seems to me, was bringing a Jap over here to testify against an American naval commander.

One way to make people mad at you is to offer to lend them four-

billion-dollars instead of making it an outright gift.

Dictionaries are confounding to us who write for a living. A Towle Log Cabin Syrup ad mentions the words "persnickety" and "finicky" in the same paragraph. The dictionary gives "pernickety" as the only spelling, and "finical" as preferred to the variant, "finicky." Ho, hum!

With lyrical rhythm, Golden Fleece 4-ply facial tissues ("Soft as pussy-cat's ear") break out in the national mags with a bid for a slice of the market. Example: "Like a wisp of cloud with the feel of percale, to caress a lovely skin."

NIT—"What are 'acolytes'?"
WIT—"A kinda Board of Censors."

Incidentally, Bill Harvey writes to ask if an apprentice at American Chain & Cable Co. is an ACCOlyte.

Bob Stokes says that, last Sunday at the zoo, Mama Gnu ambled over to Papa Gnu and said: "Papa, I've got gnus for you."

What makes the United States think it is "a rich country" . . . able to lend billions here and millions there? The national debt now stands at 262-billion dollars. If you want to get goose-pimples, read John Flynn's piece in the December *Reader's Digest*: "The Handwriting on the Cuff."

Aside to Jim Shirreffs, president of the S & M Lamp Co., The Angels, California: Thanks, publicly, for that big box of Sniff's California Dates you sent during the Holidays. They were delicious.

What ever happened to all those post-war miracles? Most of us would settle for five pounds of sugar and a pound of butter.

The other day, I wanted very much to use the phrase, "Luxury Without Extravagance," in a piece of copy, but I had a disturbing feeling that some hotel had used it on the boards about 15 years ago. Anybody remember?

SALES MANAGEMENT

In Boston

AS IN EVERY MASS MARKET
THE MORE YOU TELL
THE MORE YOU SELL

RECORD - AMERICAN **538,881** 3¢

PAPER "B" ... **375,276** 3¢

PAPER "C" ... **314,009** 3¢

PAPER "D" ... **399,574** 2¢

A B C - Publisher's Statement 6 months ending Sept 30, 1945

P.S. Each of the four major circulations above is sold as a **COMPLETE UNIT!**



SELL THE "MARKET OF THE MILLIONS.."

REPRESENTED BY HEARST ADVERTISING SERVICE





The Slide-Rule Boys on the SALES Force?

IN your laboratory, in your product-development division, are men who really *know* your product—"the slide-rule boys." How to put their intimate knowledge to work? Use sound motion pictures!



New, Improved Bell & Howell Filmosound

The 16mm sound-on-film projector built in the same tradition that makes B&H the preferred professional equipment of Hollywood and the world.

Filmosound Library offers thousands of films for rent or purchase . . . training, teaching, entertainment. Library branches throughout the country.

For sound films can turn technical minds into powerful sales tools . . . can take your experts right into the prospect's office to back up your salesman's story with facts-in-action.

Motion pictures have worked mightily for war . . . training fighting men and home-front workers with near-miraculous speed. Now they can work for you—to train employees, sell your product, "talk" to dealers. Movies can do a better job *everywhere you have a story to tell.*

"Movies Go to Work"

—Send for This New Booklet Today

Send today for this new Bell & Howell booklet . . . how you can use sound films . . . how Bell & Howell can help you. Send the coupon today.

Bell & Howell Company, Chicago; New York; Hollywood; Washington, D. C.; London.

BELL & HOWELL COMPANY
7190 McCormick Road, Chicago 45
Send us our copy of the new booklet, "Movies Go to Work." Please send also information on the Filmosound and Filmosound Library.

Firm.....

Address.....

City..... State.....

Requested by..... Title.....

SM 2-15-46

OPTI-ONICS—products combining the sciences of OPTics • electrONICS • mechanICS

PRECISION-MADE BY



Bell & Howell

SINCE 1907 THE LARGEST MANUFACTURER OF PROFESSIONAL MOTION PICTURE EQUIPMENT FOR HOLLYWOOD AND THE WORLD

A smart lawyer can get around many things, but nobody has been able to do much with the law of supply and demand.

Thought I had a natural for Guy Lombardo's song-title contest: "She Two-Timed Him One Time Too Often." A few days after submitting it on the inside of a Chelsea wrapper, I heard the darned thing sung on the radio. However, I have two more chances with "I'm Living on Rationed Love" and "Put Him on a Ship and Send Him Back to Me."

End of this month, I am scheduled to make a talk before the Copy Clinic of the Advertising and Selling Course conducted by the Advertising Club of New York. I have selected as my subject: "The Case for Short Copy." It's as controversial as the debate on Democrats versus Republicans, Labor versus Capital, Medicine versus Osteopathy.

Aside to the Du Pont boys: How's about issuing a nice, little old stock-dividend, the way you did after the first world-war?

Nice headline by Masonite: "Where do you keep your MUD?"

"We built our house on a shoe-string," says an article in *Better Homes & Gardens*. A foot at a time, no doubt.

"How John hated his boss to see my dishpan hands," says a gal in a Lux-ad. The boss wasn't looking at your hands when I saw him, Babe.

What I mean by the trend to short copy is exemplified in an H. J. Heinz half-page ad in color. Complete copy reads: "Peps-up every dish it touches . . . Heinz Tomato Ketchup . . . made from the world's finest tomatoes, rare spices, and fine vinegar!" What could another hundred words of copy have added to that?

"Only butter can be butter," says American Dairy Association. Yeah, but where do you get a couple pounds?

Ashtabula's George Haskell is fooling around, or fueling around, with this line for Sunoco: "There's no fuel like a Dyna-Fuel."

NIT—"Are his Martinis powerful?"
WIT—"Well, instead of French vermouth, he uses U-235."

"Bring out the goodness . . . with Wine," says the Wine Advisory Board. And, in certain weak characters, the badness?

T. HARRY THOMPSON

SALES MANAGEMENT

glamor is proclaimed

glamor is protected

in

VUEPAK



*Reg. U. S. Pat. Off.

You don't have to look twice to see the advantages of Vuepak* in this beautiful package:

First, of course, there's *transparency* ... revealing the tempting pastel colors, the fine grain, the cleanliness of the product.

Second, there's *rigidity* ... that gives real protection to the product as long as it lasts ... in the store or in the boudoir. Vuepak makes a box, not a bag ... a quality, plastic box with an interesting re-use value.

Then note the gleaming, crystal-clear beauty of Vuepak itself...also, Vuepak's ability to be decorated for added selling appeal ... Vuepak's ability to be

combined with other materials.

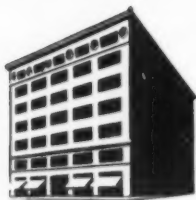
No wonder Vuepak packages are winning the prominent place on the beauty counters of America's busiest stores again. For Vuepak's back ... war-improved and with new, mass fabricating techniques to make Vuepak packaging and design even more economical. If you're selling the glamor market, better contact your box-supplier or fabricator for full Vuepak facts today. Or write direct: MONSANTO CHEMICAL COMPANY, Plastics Division, Springfield 2, Massachusetts.



QUESTIONS AND ANSWERS ON VUEPAK

- 1. What is Vuepak?**
Vuepak is a transparent, tough, rigid, beautiful Monsanto cellulose acetate.
- 2. In what form is Vuepak available?**
In sheets up to 30" wide, and in continuous rolls 30" wide up to 1000 ft. long, depending upon thickness.
- 3. In what thicknesses is it ordinarily available?**
In six standard gauges 0.005" to 0.020".
- 4. Does sunlight affect it?**
No.
- 5. Is it affected by heat?**
Not under ordinary temperatures. It begins to soften after 200° F. Underwriters' Laboratories classification, "slow burning."
- 6. How can it be fabricated?**
It can be drawn, shaped, formed or folded into almost any shape with inexpensive dies. It can be embossed, stapled, printed, cemented, or combined with other materials.





M. L. Parker Co.
DAVENPORT DEPARTMENT STORE

buys WOC for the

QUAD Cities

(DAVENPORT, ROCK ISLAND
MOLINE, E. MOLINE)



Since 1943, Hooper and Conlan surveys have shown that only WOC delivers the Quad-Cities — the largest metropolitan area between Chicago and Omaha; and between Minneapolis and St. Louis. It's the 40th retail market in the nation, with approximately 218,000 population.

ATLANTA SAN FRANCISCO MINNEAPOLIS PITTSBURGH ST. LOUIS
ALBANY WASHINGTON PHILADELPHIA BOSTON
ST. PAUL CHICAGO NEW YORK CLEVELAND
SAN ANTONIO KANSAS CITY
INDIANAPOLIS
CHICAGO
LOS ANGELES

**ACCORDING TO
HOOPER THE
40TH MARKET
IS DELIVERED ONLY
BY**

WOC

DAVENPORT, IOWA
B. J. PALMER, President
BURLY LOTTRIDGE, Manager

BASIC AMERICAN NETWORK
5000 WATTS—1420 Kc.
FREE & PETERS, INC., National Representatives

Washington Bulletin Board

Readers are invited to submit inquiries on Washington problems to this department. No charge or obligation. Address Washington Bulletin Board, care of SALES MANAGEMENT.

Ask Report on FTC Hearings

Reports say the Federal Trade Commission will make major changes in its procedure to prevent adoption of the pending legislation in Congress. Would this be as effective as a new law?

FTC spokesmen say there is no connection between its plans and the Reece bill which would restrict its powers. However, of great value to business in general is a new plan of the Commissioners to prepare and make public detailed opinions in decisions on major cases. These may become as valuable and precedent-making to businessmen as Supreme Court decisions are to lawyers. The Reece bill (H.R. 2390) attracted much attention during recent hearings by a House Interstate and Foreign Commerce subcommittee headed by Rep. George G. Sadowski (D., Mich.) and a favorable report was considered very likely.

Accurate Production Data

Press reports on current production of consumer goods appear to be confusing and unreliable. Is there an official source for accurate information as to what is actually being manufactured and coming into the market and what the outlook is?

Yes. The Civilian Production Administration publishes a very complete report entitled "Monthly Report on Civilian Production" covering consumer and producer durable goods, critical materials, textiles, construction, etc. You can be put on the mailing list for this monthly report by writing the Distribution Division, CPA, 1501 Social Security Bldg., Washington, D. C. The report also makes forecasts, based on latest industry-wide information, as to approximately when pre-war production levels can be expected for various products.

Controls With a Future

Will price control and food subsidies be continued beyond June 30?

Signs point to the retention of OPA beyond the present expiration date.

OPA expects to make necessary changes in price ceilings, first of which will be an equalization of margins for

old-time and new companies. As it is now, the older companies are forced to meet earlier prices and rates whereas the newer companies do not have to meet such standards, never having had them.

If the British loan goes through and calls for quantities of foods from the United States, or if other relief efforts require heavy shipments, demand may be so large that subsidies would not be necessary. On the other hand, if excessive quantities are available, with a limited market, some relief probably will be continued to keep farm prices up to the 90% specified.

Sample Census to Expand

The Bureau of Census hopes that its sample census in November will prove more complete than earlier estimates indicated.

Every effort is being made, limited by the available funds, to provide data that will aid American businessmen.

In the meantime, suggestions are welcomed, although many desirable additions will necessarily have to be omitted because the appropriation is small.

Dr. Philip Hauser, assistant director of the Bureau states that the primary purpose of the sample census "is to provide estimates of the total population of states, cities having 100,000 or more inhabitants, and their metropolitan areas." Wherever possible, localized information of value to marketing men will be included.

Planes Will Shift Suburbs

Will the air age mean population shifts that will affect marketing plans of the future?

Aviation executives have long predicted that when airplane travel and personal use of planes become popular, suburbs of cities will move miles out from their present locations and centers especially adapted to flying will grow in size.

Now the real estate men are foreseeing the problem in terms of land values and are studying the plans for projected municipal airports, airparks, and utility landing fields.

Some department stores are already planning deliveries 100 miles or more out by helicopter or plane. Bus companies are planning local plane services to a thousand small towns for delivery of both passengers and freight. When commuting by plane becomes easy and practical, many people will move out considerable distances from the cities.

SALES MANAGEMENT

Curious Gadget...?

But very important if you happen to be a calf!

Because the infant calf exposed to bulk milk, gulps too much too fast, gets tummyaches and doesn't grow up to be good *weiner schnitzel*, gives the farmer a lot of grief. But when confronted with the simulated maternal teat—a piece of tubing in a core of wood resting on a float—the calf catches on, intakes elegantly and doesn't upset itself.



This improved calf feeding gadget is the brain child of Carl Persun of Trout Run, Pennsylvania. With the power

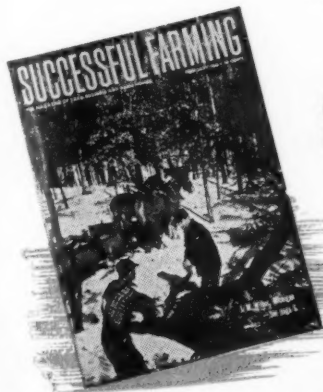
posthole pitter, the chain that saws, the bug bomber, the poultry de-beaker, spinning sterilizer for seed potatoes, radiant rubber mat for brooding hens . . . it is one of the more than fifty devices and machines that help work, save time, or improve living on the farm . . . all described or illustrated in the February issue of **SUCCESSFUL FARMING** . . . will give you a clearer understanding of farming as an industry and a better appreciation of the business paper that means the most to a million of the country's best and best-earning farmers.



Talkee without walkee . . .

The Schram farm at Baraboo, Wis. is wired for sound; a talk box in the kitchen connects with the barn, yard, other parts of the farm . . . ranks with running water and electricity as a labor saver . . . "The Farmer Talks Back", page 46.

Buzzing business . . . the cornbelt has 1,800,000 bee colonies, in '46 wants 200,000 more . . . not for honey or wax, but because pollination by bees ups production of 50 crops . . . "The Farm Outlook", page 42.



Also . . . "A Farmer Learns to Fly" . . . "Five Men Insure their Futures" . . . "Can Artificial Breeding Match Natural Service?"

. . . "Successful Homemaking" and many other ahead-of-the-minute farm articles, make the February **SUCCESSFUL FARMING** a mental modernizer for advertising men . . . and a good introduction to the million plus SF readers with a backlog of billions that will be turned into bought goods! Ask for facts! **SUCCESSFUL FARMING**, Des Moines, New York, Chicago, Atlanta, San Francisco, Los Angeles.



9 out of 10

NEW YORK ADULTS RIDE THE NEW YORK SUBWAYS

COVERAGE: 89% of adults ride

EXPOSURE: 23 minutes per ride

REPETITION: 26 rides a month

COLOR: All you want

... this is subway advertising!



NEW YORK SUBWAYS

Advertising Company, Inc.

Member of NATA

630 Fifth Ave., New York 20, N. Y. • 410 N. Michigan Ave., Chicago 11, Ill.

Hints to Congressmen Help

Why don't Congressmen more accurately reflect wishes of constituents?

The battle between the Administration leaders and Congress seems destined to continue. President Truman is still personally popular, but the measures he proposes are practically all kicked around.

No one in Washington has come up with an intelligent answer to the situation which practically amounts to a legislative revolt. Since the Congressmen are supposed to reflect the attitude of the people it is a cause of wonder in the Capital whether or not they are acting in behalf of their constituencies in so doing.

If so, it would seem to be an opportune time for businessmen to make their wants felt in Washington.

In fact, some legislators have taken steps to round up home opinion on current questions indicating that they do not feel too sure of themselves. The House of Representatives is particularly restless and uncertain and since many bills interesting to business people originate in the House and often are buried there, friendly pressure from businessmen voters might be welcomed at this time.

The Small Business Football

Will the House Small Business Group be active now that the war is over?

At present, small business is a political football, as in fact it has always been in Washington.

Under-Secretary of Commerce Schindler has made a strong presentation to Congress for integration of the management-aid functions of the Smaller War Plants Corporation into the department and Secretary Wallace has outlined a program of how the Department would work with small business on such matters as foreign trade, subcontracting, financing, and taxation relief.

In the meantime, the House Small Business Committee has protested the transfer of field and district offices to the Reconstruction Finance Corporation rather than to Commerce. It has urged that all except loan functions of the Small Business group go to the Department of Commerce which has agreed to set up a definite division to handle them.

Business leaders in the Capital fear that the issue will resolve itself into a test of strength among Washington official circles with the very real danger that resulting compromise actions will weaken the program insofar as actual aid to small business is concerned.

Significant Trends

As seen by an editor of SALES MANAGEMENT for the fortnight ending February 15, 1946

The "Critical" Income Level

OVER 15 MILLION U. S. FAMILIES will enjoy incomes of \$2,500 or above in 1946, according to a study made by Northwestern National Life Insurance Co. This is about twice as many American families as ever had equivalent buying power in any preceding peacetime year.

Twenty-five hundred dollars is now the "acceleration point" above which a rapidly increasing proportion of income is spent on prosperity goods, which is another term for non-necessities.

Thus nearly half of all U. S. families—the half who own the bulk of the Nation's \$150 billion in War Bonds and other savings—will not need to dip into those savings to be a market for the flood of luxuries and semi-luxuries which will pour out of U. S. factories in 1946.

The study cites Lough's "high-level consumption" analyses, demonstrating that at living cost levels of 1913, \$1,300 a year was the critical income level above which, with necessities and basic comforts provided, income was spent at an accelerating rate for non-necessities and luxuries. Using today's dollars, and after deduction of income taxes, a 1946 family of four must receive a gross income of approximately \$2,500 in order to net the equivalent buying power of the 1913 family with a \$1,300 income.

As family income reaches and passes the "acceleration level," now approximately \$2,500, percentages spent on food and clothing decrease, while proportion of income spent on home maintenance, life insurance, recreation, health, automobiles, and luxuries, increase in accelerating ratio.

Everett R. Smith, of the Macfadden Publishing Co., is authority for the following breakdown of family incomes for January 1, 1945 and the year 1939:

Family Income Groups	January 1, 1945		1939	
	% of Tot.	Cum.	% of Tot.	Cum.
A—Over \$5,000	8.8	8.8	4.0	4.0
B—\$3,000-4,999	17.8	26.6	7.7	11.7
C—\$2,000-2,999	30.7	57.3	18.6	30.3
D—\$1,000-1,999	28.9	86.2	36.5	66.8
E—Under \$1,000	13.8	100.0	33.2	100.0

The table shows that roughly 6 million of our 37 million families have moved out of the "under \$1,000" income group, and something over 10 million families have improved their position by at least one income class since 1939. This is not the entire picture. It should be remembered that a family may increase its income without jumping to a higher bracket. The class grouping merely indicates changes which affect many more families than move from one group to a higher one.

A detailed analysis of incomes and other major factors in market changes is yours for the asking. Write the Committee for Economic Development, 285 Madison Avenue, New York 17, N. Y., requesting the pamphlet

FEBRUARY 15, 1946

"After Reconversion Selling Faces Its Biggest Job" by Dr. Albert Haring, Professor of Marketing, Indiana University.

Salesmen's 1946 Earnings

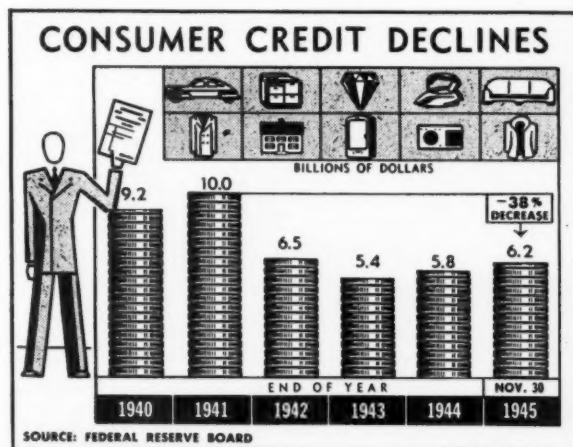
SHOULD THERE BE A CEILING on salesmen's earnings? Apparently that's a hot subject right now, judging from the inquiries coming into SM offices. The question seems to be raised often by presidents or sales managers who are working on a fixed annual basis but who have salesmen working on commissions, and who are likely to earn in 1946 considerably more than the boss draws down.

A year ago at a meeting of several hundred sales executives, at which I presided, the question came up and the consensus seemed to be that there should *not* be a ceiling on salesmen's earnings, provided that the company was operating on a quota plan where every salesman had substantially as much opportunity as the next one.

It is definitely true that the most frequent gripe encountered among commission men is that the company either cuts the commission or cuts the territory as soon as they start to make real money.

As *Fortune* Magazine points out in the February issue, "Salesmen are not a docile brood. The best among them are either volatile, emotional, or plain prima donnas—or all three. They have been chafing at their inactivity during the war years and now have a fine edge and appetite for the reconversion run. Most sales executives fear that if salesmen are slapped down now, they will not be in form for the day when products no longer sell themselves. Sales managers would prefer to see top management sweat out the interim period of high costs and low prices and leave salesmen's compensation standards intact."

Probably the best known company which has cut its commission rate to salesmen is Remington-Rand Inc. That company points out, however, that it paid full commissions on priority orders throughout the war, and its new 25% cut is limited to commission earnings of over \$5,000 a



year. The company estimates that once full production is attained, it should do an annual volume of business of about double that of pre-war years. From a take-home-pay standpoint, the company argues, its salesmen still hold tickets for the gravy train.

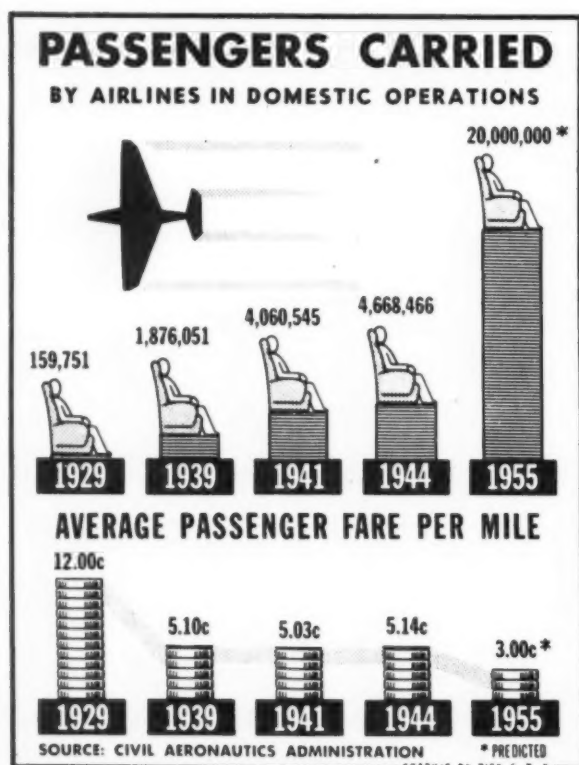
Starting Salaries

A SURVEY OF STARTING SALARIES, released in Dartnell's January Sales Methods Research Service, indicates the current going salary paid to inexperienced salesmen is \$200 a month. There seems to be a differential of about \$50 a month in favor of salesmen who have had some experience in sales work. In the case of new salesmen with considerable experience, the average starting salary is about \$300 a month plus added compensation contingent on sales production. The report shows a wide variety of compensation plans in effect, ranging from salary and commission to elaborate plans aimed at compensating salesmen on their contribution to the success of the business.

A more equitable supplementary compensation basis seems to be the goal of many sales managers. Two types of supplementary compensation which are growing less popular are: (1) plans so complicated that the salesman cannot understand the details and cannot keep at least a rough running record of how he stands; (2) those where the man has to wait a full year to get his money.

Profit-Sharing

ERIC JOHNSTON'S ANNOUNCEMENT has accentuated interest in profit-sharing plans and many sales managers are interested in the basic idea because they know that the incentive *should* be placed on profits rather than on sales. Theoretically, it's a good idea, but it has one dangerous element: As Jack Aspley points out, "It is difficult to operate a profit-sharing plan unless those participating in it have access to the books, for they have a right to know what has been charged against profits."



The Pitney-Bowes organization has worked out a new twist to profit-sharing which is designed to remove the workers' notion that stockholders get all the breaks. Every quarter the directors consider a "wage and salary dividend" for employees at the time common stock dividend is voted. If earnings are sufficient to pay the regular 50-cent-per-share annual dividend and accommodate a wage and salary dividend also, workers are paid a dividend at the rate of 7% of the annual wage. The full rate is paid to workers with a three-year employment record and proportionately to newer employees, and the dividend goes to all employees except elective officers.

Rehiring Veterans

A RECONVERSION HEADACHE is the matter of rehiring veterans who formerly worked for you as salesmen. The problem is aggravated by the fact that delayed retooling, strikes and material shortages frequently add up to "no merchandise to be sold."

Selective Service holds that inability to get merchandise is a "changed circumstance" justifying refusal to reinstate—but Selective Service is of the opinion that if merchandise reappears within a "reasonable period of time," veteran salesmen with re-employment rights should be informed and given the opportunity to rejoin the force.

Under such circumstances as outlined above, it is permissible to offer the veteran a lower-paying office job for the interim period. His acceptance in no way prejudices his right to a sales job when merchandise becomes available. Putting men on this basis when there is no merchandise to be sold makes it possible to do a longer and conceivably better job of retraining and refreshing.

Found—A New Market

NEARLY A MILLION FAMILIES have been found to be living in a strange "Never-Never" land. Ever since the Government started taking a nose count of people it has listed the following group: "Number of Families Including Incorporated Communities Under 2,500 Population and All Unincorporated Areas Other Than Farms."

Probably you, like the rest of us, have assumed that these people living in unincorporated communities were living in little hamlets, but now the truth is out and we find that some of these unincorporated communities have populations of 25,000 and over!

Greenwich, Conn., one of the wealthiest towns in the country, has a population of 28,056 (1940) and it is unincorporated; so is East Los Angeles, 41,507; so is Arlington Heights, Mass., 39,479. There are hundreds of these "cities" with sizable populations which have been buried in the "Under 2,500" grouping.

The publishers of *Grit* Magazine deserve a vote of thanks for digging out the details on these unincorporated communities and reassigning them to the larger population groups where they obviously belong. They revised the figures on towns under 2,500 population (incorporated places) and show this market in two divisions—places 1,000 to 2,500 population and places under 1,000 population. The details are given in a booklet called "The Story of the Big Six Markets," available without charge from the Grit Publishing Co., Williamsport, Pa.

PHILIP SALISBURY

Morale in the Sales Force: What Can We Do to Keep It Healthy?

All sales forces suffer periodically from spells of the heebie-jeebies. If we analyze the causes, we'll find most of them can be corrected at sales headquarters through a management setup that assures conscientious follow-through on the work of the field men.

BY R. L. CAIN

Assistant Manager of Sales
Pennsylvania Salt Manufacturing Co.
Philadelphia



THE FIRST KICK'S THE HARDEST: "My first job was selling subscriptions to a magazine nobody ever heard of—for which I was to receive free a beautiful Shetland pony. I never got the pony. That was my first kick in the pants as a salesman."—R. L. Cain.

SHOW me a sales force that is in trouble sales-wise and I'll show you an unhappy group of boys—and invariably it will be found that the unhappiness of the men preceded the unfavorable sales situation. To produce at peak efficiency, the salesman must be kept happy and contented; he must receive constant attention and care.

The truth of the matter is that there are some people engaged in sales management who do not fully discover that a salesman may be unhappy and, therefore, is operating below normal efficiency. Furthermore, these people do not realize that the underlying reason for the unhappiness is lack of attention and indifference on the part of the managing staff. Now, of course, there is always the exception—the salesman who was born unhappy and will never change—and obviously I do not refer here to the few exceptions to the rule. I speak of the rule itself.

We all agree that somewhere in our balanced and integrated sales program we have a place for sales control. By sales control I mean a working plan to be used to accomplish methodized selling; a plan for regulating all sales activities; a plan for coordinating those activities; a plan for committing the various sales activities to their true positions of relative importance within the over-all scheme.

The workable sales control system is made up of four major phases: (1) sales service to the field staff; (2) sales follow-up; (3) sales statistics; (4) sales analysis.

Sales service to the field staff is synonymous with *servicing the salesman*. Do you service your salesman as he services his and your customers in the field?

I have been engaged in sales activities of one kind or another since I was a school boy. My first job was selling subscriptions to a magazine that nobody ever heard of—for which I was to receive free a beautiful Shetland pony. I never got the pony. That was my first kick in the pants as a salesman.

Many disillusionments were to follow, and eventually I was seized with a conviction, which became progressively stronger, that the salesman's lot was a despairing one. Actually, I disliked selling. I tried to get other kinds of work but always some power beyond my control tossed me back into selling.

At one time I was employed as a salesman in a middle-western territory for a medium-size manufacturer

whose main offices and factory were in New York City. Most of the time my employer didn't know where I was and I didn't know what the company was doing. I received mail irregularly, but usually the subject matter was out of date by the time the letter reached me.

Orders at Last

An outstanding example occurred after my second Canadian trip. About three months previously I had made initial calls upon the trade throughout the Province of Ontario, and I didn't get a single order. However, I decided to try once more and so reported to my chief. My second trip was most successful. In fact, every major call resulted in an order.

When I arrived in Detroit I opened my mail with pleasant anticipation of what my employer would have to say, because most of the orders and call reports had reached him several days before. The only letter referring to the subject had been addressed to me at Buffalo, chased me across Ontario and finally reached me at Detroit. It read:

17 REASONS WHY SALESMEN LOSE HEART:

1. Knowledge that sales call reports are not studied and used to advantage at the home office.
2. Failure of the home office staff to send out samples, literature, and price confirmations to customers and prospects as salesmen request.
3. Failure of the home office to act promptly on other matters which salesmen have referred to it.
4. Failure to keep them advised daily of orders and other important mail received direct at the home office from customers in their territories.
5. Direct contact between the home office and their customers or prospects without their being fully informed, preferably in advance.

Dear Cain:

This is to acknowledge receipt of your letter telling of your proposed trip through Ontario. In view of the completely negative results of your last Canadian trip, I think any further efforts would be a waste of our money and your time. Therefore, proceed directly from Buffalo to Erie, Cleveland, Toledo, and Detroit.

Sincerely yours,
(Sales Manager)

"Just a Glass-Headed Pin"

Not another word, written or oral, about my successful trip into Canada. Nor did the sales manager ever give the slightest hint that he was aware of any unmindfulness on his part. To him I was just a glass-headed pin which he moved about at his pleasure on an impressive territory map which adorned a wall of his office. I made up my mind right then and there that if I ever had the opportunity, I would devote my efforts to bringing about a better understanding of the salesmen's lot among home office personnel.

The failure of a salesman through a slow lowering of his morale is like the death of a man from cancer. In both instances so much damage has been done before perceptible symptoms appear that it may be too late to effect a cure.

During the years I have worked and talked with salesmen I have made it a point to jot down their complaints about management. Needless to say, their grievances are numerous and many are unjustified in the light of all the facts. On the other hand, after a time I noticed that several salesmen registered the same complaints—which I studied carefully. I found that

some repeated complaints were common to more than one company. From this final screening I ended up with 17 "Common business reasons for a bad state of mind in a traveling salesman."

There isn't space to discuss each of these 17 complaints in detail but they are, I believe, quite self-explanatory. Considerable time could be spent in elaborating on the first complaint alone—that about the call report.

Few of us would ever think of deliberately ignoring a customer's letter, yet we often neglect to execute all the moves required by a salesman's report. In our home office we would think it rude indeed if our questions asked of the man at the next desk were ignored. In fairness, we must think always of the salesman as occupying the desk next to ours, and his every request should be considered as attentively as though it came to us from our nearest neighbor.

On a visit to the home office of a paper goods company some years ago I happened to stop at the desk of the secretary to the sales manager just as she was opening his morning mail. I noticed that she was sorting all the salesmen's call reports into a separate pile from the other mail. Eventually, the job was finished and I watched her take the general mail into the sales manager's office and then put all call reports into a wire basket which she placed on a table. I noticed, too, that the basket already contained quite a stack of call reports before the morning's receipts were added. Finally, I asked her why she had so handled all those salesmen's reports. "Oh," she

said, "we are so busy with all the regular mail that we have to put these things aside and then look at them when we have a slack day." I don't believe they ever had the slack day.

A salesman is an expensive member of any staff. If we are willing to spend money to pay salesmen salaries, then we should be willing—if we are good businessmen—to support those salesmen at the home office. It required an immense organization in the United States Army to maintain the soldier with a rifle at the front. For every man in the field, at least four men were required in supporting roles. It has to be this way wherever a fast-thinking, hard-hitting, fighting force exists. Surely every business organization at least has dreams of a sales department of that sort. Yet, in actual practice how often the contrary is true in the business world. A valuable salesman will suffer a serious loss because his home office staff is so utterly inadequate.

What to Do About It

These are some of the psychological factors which make salesmen unhappy and which, if not promptly corrected, lead to feelings of frustration, inadequacy and insignificance.

Now I believe it is time to stop criticizing and to switch to what I think sales managers should do to insure a genuine and widespread spirit of happiness among our salesmen.

The salesman's first duty is out in the field calling on prospects and customers. However, a careful analysis shows that this outside man has many

6. Failure to keep them informed about price changes and stock positions of all products.

7. Obvious failure on the part of the sales manager to keep informed about salesmen's activities.

8. Worry over whether the boss and the company are pleased or displeased with their efforts.

9. Failure to keep them informed about company news of general interest.

10. Slow and irregular receipt of expense checks—no salesman is ever happy without money in his pockets.

11. Slow and irregular receipt of mail or misdirected mail.

12. Indifference on the part of the home staff.

13. Failure on the part of the home office to notify them of changes in personnel or procedure which affect them—changes they learn by accident.

14. Fear that their absence from the home office may result in their being passed by when promotions or expansions are considered.

15. Fear that they have ceased to be "one of the family."

16. Failure of management to detect misfits.

17. Frequent failures of management to support actions taken or statements made by salesmen with customers in their territories.

other responsibilities of an inside nature. When the salesman takes an order—which is after all his primary task—he sets in motion a complex series of operations, and throughout the entire cycle of selling merchandise the salesman carries the ultimate responsibility for smooth operation and satisfactory completion.

Salesman's Servant

To appreciate the importance of the salesman's keystone position in our business cycle, sales managers should consider that the entire company organization is the servant of the salesman. This is so because the company is, after all, the respected servant of our customers, and it is our field representatives who must keep buyers in the active customer column. In this sense, our research and technical service departments must try to find the answers to the salesman's technical questions and problems. Our plant must produce the products which the salesman needs to fill his orders. The office staff must carry out the other details necessary to complete the contract which the salesman has made for our company.

As we look further into this matter we view more complications. Since everything just outlined is, after all, the responsibility of the salesman, in theory he must oversee them. Yet, his first duty is out in the field; therefore, he cannot spend too much of his time in the office looking after his inside responsibilities. It is obvious that in addition to the help the salesman receives from all the other departments

of our company, each of which has specific assignments, he needs most of all a personal assistant—an inside assistant, if you will.

I hope I can make my point clear here because it is missed by many sales management executives. So often management mistakenly concludes that once it has headed up each department in the company with a department manager, and properly spotted those department heads on an organization chart and, finally, drawn the necessary connecting control lines up into the top executive's box, the job of establishing the foundation for an efficient and smooth-running organization is completed. How wrong they are. They have missed one of the most important links in the chain of systematization—without that link, the chain will not hold. The connecting link is *liaison*, using the word in the military sense.

The unit to carry on this work should be headed by a trained and experienced ex-road man who somewhere along the line developed a real interest in detail and a sincere desire to serve his fellow salesmen. He must be a man who gets results. Salesmen are too busy to spend precious time telling or writing their problems to one who does nothing about them. He must win and permanently retain the full confidence of the field staff. His position on an organization chart will vary with different companies, but generally speaking this man should have a rank of—or at least equal to—assistant sales manager or perhaps assistant to the sales manager or assistant to the vice-president in charge of sales.

A clerk or two will complete the unit for a medium-size sales department. However, where a complete sales control system is operated, this salesman's service unit is, of course, merged into the plan as a whole. If the unit is to function satisfactorily, it must be the salesman's eyes, ears, voice, and the true interpreter of his thoughts. In one sense, this unit really has no identity of its own because it is always handling the responsibility of the salesman. Therefore, the unit must think and act as the salesman would were he present to carry on the activity himself. The successful salesman's service unit will never allow itself to become blinded to the primary task of serving the field staff.

Salesmen's Liaison Officer

Thus, the man assigned to head the salesman's service unit becomes the headquarters representative or the delegate of the salesman. At the same time he becomes the salesman's liaison officer, presenting the salesman's viewpoint. Whether the specific problem is one in which the sales manager is asked to render a decision about a specific customer or product, or the credit manager is asked to pass judgment on a certain account, or the plant manager is asked to rush the shipment of a certain order, or the research manager is asked to render certain technical data—in all these and many more types of problems, the man heading this unit must be forever defending and promoting the welfare of the group he represents. What is more, there must always remain that

important distinction between this man as the salesman's representative and the other sales management executives who are definitely the salesman's bosses. I might add that an excellent line of succession for moving sales personnel up the ladder is that whereby a potential sales manager or other high-ranking sales executive must first serve a tour of duty as head of salesman's service, thus acting as the road man's headquarters representative and liaison officer before he becomes that man's boss. The first opportunity is excellent training for the second.

This then is the real duty of the salesman's service unit—to provide a personal inside assistant and headquarters representative for the man in the field. Here is our first-string catcher for the world series baseball game; here is our blocking back and our sturdy line for the year's biggest football game; here is our supporting inside staff for our eternal task of trying to sell merchandise successfully and profitably.

A Dozen Duties

There are, of course, many other duties to be performed by this important unit. Among the more common ones are the following, the detail being handled by the clerk in charge and the administrative work being done by the head of the unit:

1. Know where the salesman are through the establishment of a well organized route record.

2. Let the salesmen know that the service unit is following their itinerary closely by seeing that all mail is dispatched to the salesman every day. Air mail and special delivery should be freely used. Transit times should be carefully worked out.

3. Take care of telephone calls, letters, telegrams, and visitors for the salesmen while they are away from the office.

4. Make sure that the salesmen are advised of all orders received at the office from within their territories and all shipments made into their territories.

5. Inform the salesmen of all that goes on between the office and their customers during their absence.

6. Keep the salesmen informed about price changes and stock positions of all products.

7. Tell the salesmen where their neighboring field representatives are (especially when their routes are about to cross) and what they are doing and how they are getting along.

8. See that salesmen's cars are maintained in good condition by expediting requests for company authorizations for new tires, repairs, car servicing, trade-ins, etc.

9. Keep salesmen advised of all developments of general interest within the company, within the industry, and throughout the other industries important to their work.

10. Always have time to listen to the salesmen's troubles and to help them whenever they need help.

11. Give the salesmen's good work maximum publicity. Help them to overcome and to correct unsatisfactory work.

12. Encourage the sales manager and other company executives to send to the field staff frequent letters in which interesting sales activities and developments or other relevant subjects are reviewed.

The Time Is Now

The work of the salesman's service unit is endless. The longer the unit is in operation, the more work there will be for it to perform. It is a service department pure and simple and must be run as such. Once started, the entire sales department, inside and outside alike, will wonder how they ever functioned without it.

There was never a better or more opportune time to inaugurate a plan for servicing the salesman or to modernize the plan you have been following than right *now*. Take for instance the Heavy Chemical Division of my own company, Pennsalt; with very few exceptions, we have had no goods to offer to new customers for almost five long years. To most old customers we have been able to make shipments only after extended Governmental allocation and priority red tape had been untangled.

Our field staff throughout the entire country has heard the word "no" from headquarters so many hundreds of times, that frankly, I wonder just what their reaction is going to be when we are able to give a green light now and then during the new year. I know that our field men who have done such a magnificent buffer job since 1941 have hit a new all-time low in the practice of the art of aggressive salesmanship of the order-writing variety — and quite understandably so. But conditions are now about to change and if they ever needed the help of a good service unit, it is right now.

There are many other reasons why this is an excellent time to service our salesmen better. It is safe to say that most companies will enter the post-war period with few of their pre-war salesmen in the same pre-war territories calling on the same pre-war customers and prospects. Many of the salesmen will undoubtedly be the same individuals but assigned to new territories; or the same salesmen in the same territories will find many old

customers and prospects gone and many new ones born; or with all the above status quo, the salesman will find that during the war years his company's line has undergone so many changes that he will face many more complicated tasks than he ever faced before.

Also, many of the senior field men will enter the post-war selling period with one or more junior or assistant salesmen assigned to them. Then, too, many companies' lines have so increased during the intervening period that it may be found necessary to arrange a setup where more than one senior salesman will be calling on the same customer or prospect. Here, especially, is it important that each one's activity be fully and carefully coordinated with that of the other salesman or assistant.

During this commercial renaissance hundreds of former salesmen will most certainly fall by the wayside while many new salesmen will come forth. Never was a new year started in the business world with so many changes in process or contemplated. Mixed with the golden opportunities which I mentioned in the beginning, all sales departments face manifold problems throughout this year the like of which has never before been experienced. Complete liaison between outside and inside was never so important as it is today.

Respect the Field Men

The salesmen in the field will become increasingly important to the welfare of his company as the selling of merchandise comes into its own once again. If companies are to maintain their respective positions and forge ahead, they must have strong forces in the field. This requires good salesmen and—please let me repeat—the only good salesman is the happy salesman. Keep the field men happy by serving them well and they in turn will take care of most of your other sales problems. Salesmen above all need self-confidence and self-respect, and the highest salary in the land will not hold a man who has become discontented as a result of home office neglect.

Although I have been "carrying the torch" for the salesman throughout this article, I have been doing so for the good of management, too. I contend that every dollar spent by management in organizing and maintaining a service for the salesmen will come back to management many times over through increased sales and increased profits.

It is truly said "When you help others, you help yourself."



DESIGNING TO SELL

(Captions read clockwise)

PORTABLE FOOD MIXER: A product of the Miracle Electric Co., Chicago, the all purpose electric mixer has a beater guard which prevents slipping in the bowl or pan. The five-speed governor controlled motor operates with a thumb touch. It is of smart ovate design with a maximum 2½ inch thickness.

NEW BATH LUXURY: Dermetics, Inc., New York City, is offering a delicately scented After-Bath Powder which is said to be fine enough to be used as a baby powder. It is like Dermetics famous moisture resistant face powder, except that no coloring has been added. The package is in pastel colors.

IT CLEANS CLOTHES DIFFERENTLY: The automatic washing machine now being introduced by the Apex Electrical Manufacturing Co., Cleveland, has an entirely new and effective cleansing action. The Apex washer employs what best can be described as a "bouncing basket" in place of either the cylinder or agitator type of action used in other automatic washers. The white enamel cabinet is equipped with interior lighting so that the cleansing action may be viewed through the transparent top. Styled by Dane Chapman, Chicago designer.

PORTABLE ELECTRIC STEAM HEATER: Lightweight, smart luggage-styled, this compact steam heater has been designed to fill the critical need in many homes, offices, shops, farms, etc., for a one-room heating unit. Made by the Wittie Manufacturing & Sales Co., Chicago, it provides a uniform warmth.

MEDICINAL LOLLYPOPS: Kiddie Kof Suckers are now being distributed through the drug trade. Their gradual dissolving promotes prolonged contact over the affected areas, thus tending to give a greater degree of relief than a cough syrup. Made by Sharp and Shearer, Inc., Reading, Pa., they are for children's coughs due to common colds. They have a pleasant wild cherry flavor.





1.

1. "HERE'S MY PROBLEM." Pierre Sillan, head of Fabric Development (left), and S. W. Holmes from the Sales Department (center), listen to a customer explain his need for a new type of rayon fabric.

2. BLUEPRINT. After designing a pattern for the new fabric, Mr. Sillan shows John Bosshard, one of his assistants, the diagram of the weave construction on paper.

3. ACTION. Using the diagram of the weave construction as a guide, the Textile research men go to work. Thomas B. Sevison (left) and T. J. Culpepper, Jr., set up the loom for the first sample.



2.



3.

Custom Tailored Product Research: A Four-Way Tool for Management

A UNIQUE research tool of its kind in the industrial world is the Textile Research Department of the American Viscose Corp., at Marcus Hook, Pa.

It serves as a sound instrument for public relations and combines the functions of product research with sales training and promotion.

It contains, under one roof, full-size machinery for practically every operation in the textile industry, and duplicates the methods used commercially to convert textile fibers into finished fabrics.

The department is, in effect, a many-sided textile mill, with facilities for cotton, woolen, and worsted system spinning, warping and weaving, knitting, and dyeing and finishing.

Its work is primarily concerned with research on new developments—new techniques, new machinery, new fabrics, new fibers for new uses, and new uses for existing fibers. It constantly checks the company's products for direct information on how American Viscose rayon per-

forms as the customers would use it. It serves as a training school for key men in the company and as an authoritative source of information for the entire industry. And it performs a direct service for users of rayon, by helping them in the solution of their production problems.

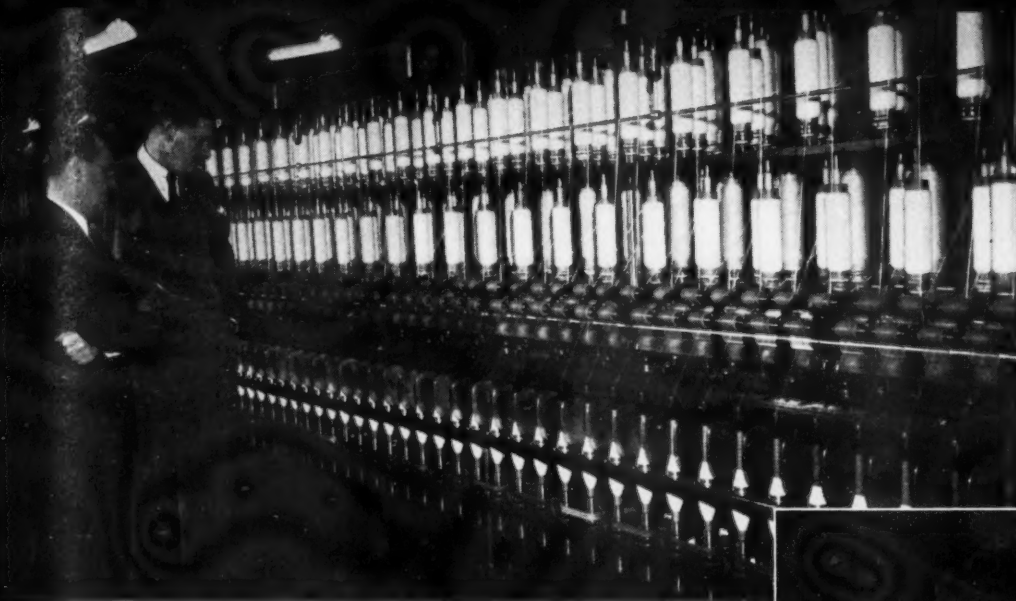
The Textile Research Department works closely with the Fabric Development Department and the sales organization, and plays an active part in the operation of many of the other divisions of the company.

When customers approach Pierre Sillan of the Fabric Development Department in New York City, for aid in solving a production problem or developing a new fabric, he and his assistants, Walter Scholer, John Bosshard and Walter Hauer, work out the problem as far as they can go—and then let the Textile Research men at Marcus Hook, under their manager, Edgar S. Kennedy, take over from there.

The pictures on these and the following pages dramatize the typical case history of a new fabric developed in this way by American Viscose Corp.

SALES MANAGEMENT

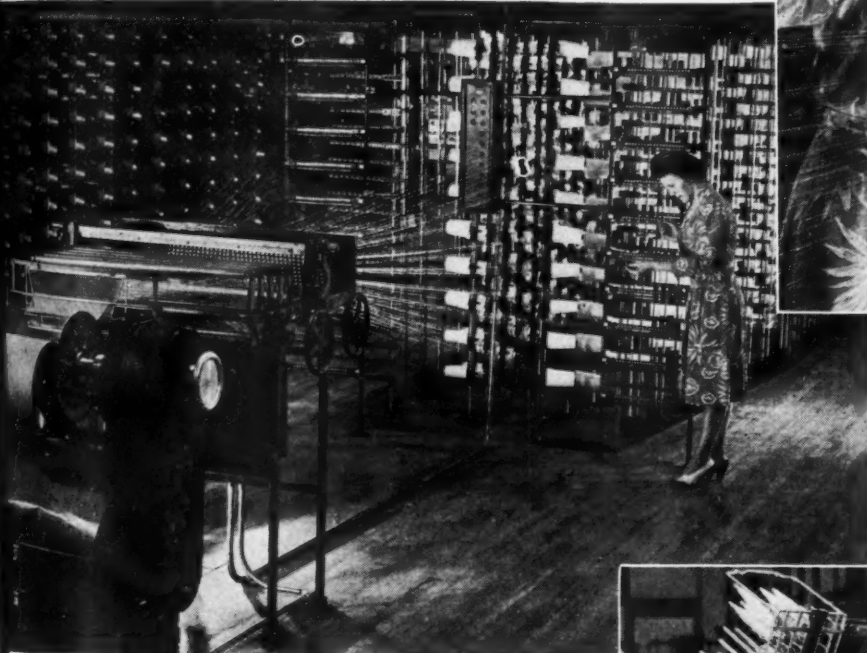
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4. **INSPECTION.** Joseph A. Truitt (left), head of the Textile Research Department's educational division, takes a representative of the fabric manufacturer on an inspection tour of the plant. Here they watch the spinning, on the cotton system, of the rayon yarn to be used in the new fabric being woven at Marcus Hook. This close contact with customers builds good-will.

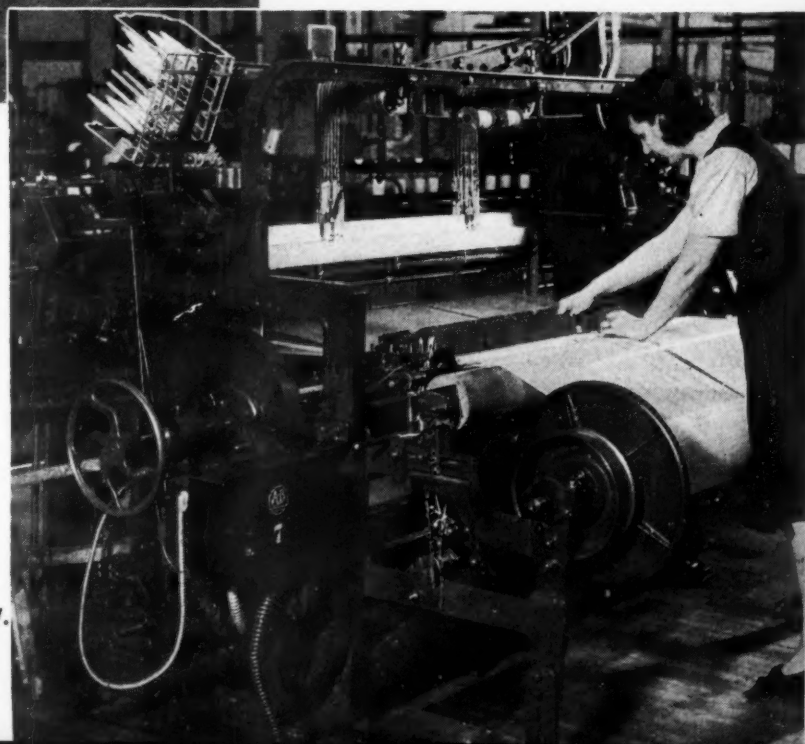


5. **PREPARING THE WARP.** Yarns from the magazine creel pass through a porcelain guide-board for proper arrangement of the warp. This is on the cotton system.



6. **FULL VIEW.** This 600-end creel is being used to make tricot warps for fabrics which are to be knitted. However, in the left background is a 1,000-magazine creel for making section beams for weaving. This is the cotton system of warping, used for the experimental fabric being woven in just a small quantity for American Viscose Corporation's customer.

7. **WEAVING THE FABRIC.** Because the fabric being woven must be checked carefully against specifications, the operator double-checks her loom as the fabric begins to show—note the solid fabric beginning to appear at the bottom of loom.



(Continued on page 44)

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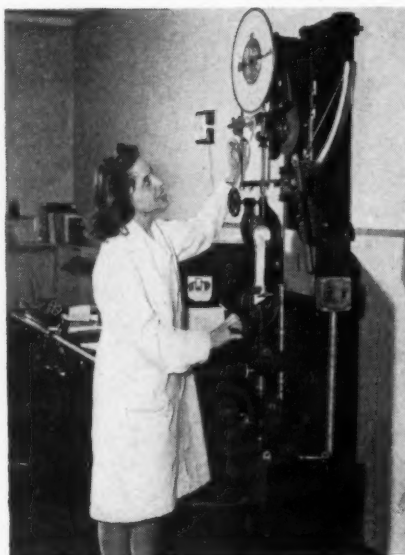
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8. COLOR BATH. If dyeing instructions have been sent to the Textile Research Department on the new fabric being woven, it is possible that this type of dyeing—good for crepes, spun fabrics and knit fabrics—might be used. This is box dyeing in the dye beck. Fabric is handled in rope form, reels slowly pulling it through the dye bath.

Custom Tailored Research: Four - Way Management Tool

(Continued from page 43)



9. STRENGTH-TESTER. After the fabric is finished, it is placed in this tensile-strength tester. A graph directly beneath the dial records the machine's findings.



10. COLOR-TESTER. Another check on the material is this test for color-fastness. Ten hours in the Fadeometer equal 19 hours of July or August sun.



11.

11. EXECUTIVE ONCE-OVER. Before sending finished sample to New York, Textile Research "bosses" appraise weave design. Left to right: Karl Currier, E. S. Kennedy, Rene Bouvet and Thomas Culpepper, Jr.

12. DOUBLE-CHECK. John Bosshard, in the New York office, checks fabric against original draft before giving it to Mr. Sillan.

13. CUSTOMER SCRUTINY. Pierre Sillan shows finished sample to the customer who had requested it. If he likes it, he may order the yarn and plan production immediately.



12.



13.



14.

14. FABRIC FILE. In its seven years of existence, the Fabric Development Department has originated over 5,000 new fabrics. The valuable samples on the department's shelves are in good hands, with Joseph O'Brien in charge. He was a member of the N. Y. police department for 25 years before he joined Viscose.



15.

15. ALL FOR THIS. Ultimate objective of the Textile Research operation is the increased sale of rayon yarn. This cylindrical cone is continuous filament rayon, one of two types made by American Viscose.



16.

16. . . . AND THIS. This is the second type of rayon manufactured by American Viscose. It is staple fiber, or short, predetermined lengths of rayon fibers used to make spun rayon yarns and fabrics like suitings, shirtings.



17.

17. HORSEBLANKET CHECKS. Skillful blending of rayon with other fibers is producing new textures for fabrics. This dress is a blend of wool fibers and Viscose's rayon. Labels on fabrics give information about dry cleaning.

18. SHEEREST SO FAR. Viscose-developed 1-denier rayon fiber will be used in many fabrics when production increases. This blouse combines sheer-ness and softness with unusual strength. It's made with rayon staple fiber.



18.

Shall We Display and Advertise Price? Public Says "YES!"

Even in the face of freer cash, expanded wants, and scarcer goods, consumers still stick to the story they told SALES MANAGEMENT investigators in 1941: that it doesn't pay to beat about the bush when it comes to telling folks how much things cost. This report presents direct comparisons with a survey made by SM before the war.

WHEN people have high wages in their pockets and goods are scarce, do they lose to a significant degree the price-consciousness which governed their purchasing habits when cash wasn't so plentiful and wares were abundantly available?

Do they lose it so far that when we display and advertise mass market wares today we can leave the price tag off and still not run any risk of losing customers?

The answer to both questions can be rolled into one: They *do* lose some price-consciousness, but that consciousness is still so fundamentally strong

that failure to display and advertise price is likely to be the cause of the loss of many potential sales.

At least these are the attitudes revealed through a new survey made in Syracuse, N. Y., in January, 1946, by A. S. Bennett Associates, and tabulated by Barnard Tabulating Service exclusively for SALES MANAGEMENT. If you regard Syracuse citizens as typical, then these findings may perhaps be cautiously projected.

Because this survey covered the same subject matter as one done by SALES MANAGEMENT in 1941 and was made in the same market, some interesting comparisons are possible.

The net results of both surveys were remarkably similar: People, both men and women, still want to know quickly and without effort on their part, what goods cost; if the price is not plainly displayed, many will not make any immediate motion in the direction of a purchase, even when they are interested in the merchandise.

Even though we're currently in a period when people's unfilled wants are multitudinous and infinitely varied, the summary figures shown on these pages suggest that there may be drifting around some false ideas about the ease with which people merely *exposed to goods* can be separated from their dollars. It's hard to escape the conclusion in the light of the survey findings, that the act of plainly pricing merchandise will in itself often overcome a large measure of the inertia which seems to cause human beings to put off as long as possible the act of trading money for goods even when the goods are wanted and

Price Reactions—1946 vs. 1941

ANSWERS	1946 SURVEY (Except when otherwise noted, all figures in the following tabulation are based on a total of 637 interviews—223 with men, 414 with women.)						1941 SURVEY (Except when otherwise noted, all figures in the following tabulation are based on a total of 1,000 interviews—532 with men, 468 with women.)					
	MEN		WOMEN		TOTAL		MEN		WOMEN		TOTAL	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%

1. When consulting advertising or observing displayed merchandise, what impresses you more—odd prices, such as 23c, \$4.79, or even prices such as 25c, \$5.00?

Impressed more by odd prices	76	34	202	49	278	44	213	40.0	254	54.3	467	46.7
Impressed more by even prices	70	31	103	25	173	27	145	27.3	80	17.1	225	22.5
No difference	77	35	109	26	186	29	174	32.7	134	28.6	308	30.8

2. Which do you prefer—store window displays that show price tags for each item or store window displays where no prices are shown?

Prefer displays with price tags	139	62	290	70	429	67	376	70.6	379	81.0	755	75.5
Prefer displays without price tags	42	19	80	19	122	19	69	13.0	53	11.3	122	12.2
No difference	42	19	44	11	86	14	87	16.4	36	7.7	123	12.3

3. Does the combination of the article and the price tag ever cause you to make unplanned purchases?

Frequently	53	24	160	39	213	33	201	37.8	259	55.3	460	46.0
Seldom	98	44	174	42	272	43	188	35.3	137	29.3	325	32.5
Never	72	32	79	19	151	24	143	26.9	72	15.4	215	21.5

Continued on page 48

Champion Paper

ROLLS A HIGH SCORE



Accuracy, speed and power are all available in well-designed advertising on Champion paper. Printing is a versatile and economical medium, for it covers every conceivable kind of direct mail, enclosure, catalogue and publication. It's rolling now and will continue to pick up and do a better selling job for every advertiser. The Champion line is complete; it includes coated and uncoated for letterpress and offset, envelope, bond, cast coated high finish for fine package wraps, papeteries and specialties. Champion paper lends extra quality to your finished job.

THE *Champion Paper* AND FIBRE COMPANY . . . HAMILTON, OHIO



Manufacturers of advertisers' and publishers' coated and uncoated papers, bristols, bonds, envelope papers, tablet writing and papeteries . . . 2,000,000 pounds a day
MILLS AT HAMILTON, OHIO . . . CANTON, N. C. . . HOUSTON, TEXAS

District Sales Offices

NEW YORK • CHICAGO • PHILADELPHIA • CLEVELAND • BOSTON • ST. LOUIS • CINCINNATI • ATLANTA

needed. If it is true, as many authorities believe, that competitive selling is close at hand (well within a year in some lines) then these findings may be doubly significant.

The meaning of the answers to the various questions asked in this study, is, for the most part, self-evident.

If you sell through retail channels, consider to what degree your sales volume is likely to be directly affected by dealer policies on this matter of displaying and advertising prices. Almost seven out of ten of the shoppers interviewed prefer to look at store

windows in which the price of each item is plainly marked. This figure rises to nearly eight out of ten when it comes to merchandise displayed inside the store. Nearly nine out of ten want prices shown in printed advertising.

When prices are not clearly shown, what happens to "lookers" who are potential customers for your merchandise? At least in Syracuse, and probably to a somewhat comparable degree elsewhere, 60% of the folks who see the merchandise will not, even when they are admittedly interested in

it, go into the store, or up to a salesperson, and ask the price. As we pointed out in the analysis of the 1941 survey, the combination of availability of an attractive wanted article plus immediate knowledge of its price, creates frequent sales on the spot. Lack of price statement has a marked tendency to discourage immediate purchase.

The "depth" interviews made in this survey (interviews in which the researcher engaged the subject in a discussion to probe more deeply into behavior habits) show this to be par-

Price Reactions—1946 vs. 1941

Continued from page 46

ANSWERS	1946 SURVEY (Except when otherwise noted, all figures in the following tabulation are based on a total of 637 interviews—223 with men, 414 with women.)						1941 SURVEY (Except when otherwise noted, all figures in the following tabulation are based on a total of 1,000 interviews—532 with men, 468 with women.)					
	MEN		WOMEN		TOTAL		MEN		WOMEN		TOTAL	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%

4. Which do you prefer—counter and display case merchandise that shows price tags or counter and display case merchandise that does not show prices?

Prefer displays with price tags	149	67	341	82	490	77	397	74.6	397	84.8	794	79.4
Prefer displays without price tags	27	12	38	9	65	10	51	9.6	29	6.2	80	8.0
No difference	47	21	35	9	82	13	84	15.8	42	9.0	126	12.6

5a. When you see an unpriced article in a show window which interests you, do you go inside and ask the price?

Frequently	72	32	185	45	257	40	186	35.0	238	50.8	424	42.4
Seldom	101	45	201	49	302	48	211	39.6	173	37.0	384	38.4
Never	50	23	28	6	78	12	135	25.4	57	12.2	192	19.2

5b. When you see an unpriced article on a shelf or in a display case, do you ask the price?

Frequently	102	46	270	65	372	58	243	45.7	293	62.6	536	53.6
Seldom	95	42	127	31	222	35	214	40.2	139	29.7	353	35.3
Never	26	12	17	04	43	7	75	14.1	36	7.7	111	11.1

6. On such occasions where you have asked for prices of displayed merchandise, have you found the articles to be—higher priced than you expected, lower priced than you expected, or about what you estimated the cost to be?

Number who answer "frequently" or "seldom" to either 5a or 5b	200	100	402	100	602	100	470	100.0	447	100.0	917	100.0
Higher priced	82	41	162	40	244	40	188	40.0	196	43.9	384	41.9
Lower priced	2	1	3	1	5	01	51	10.9	43	9.6	94	10.3
Priced as estimated	58	29	126	31	184	31	211	44.8	190	42.5	401	43.7
Varies	58	29	111	28	169	28	20	4.3	18	4.0	38	4.1

7. Do you ever refrain from asking prices of displayed merchandise because you feel the price might be more than you want to pay?

Frequently	38	17	81	20	119	19	190	35.7	178	38.1	368	36.8
Seldom	61	7	148	36	209	33	139	26.1	148	31.6	287	28.7
Never	124	56	182	44	306	48	203	38.2	142	30.3	345	34.5

Continued on page 50



JOHN SCOTT MEDAL
CITY OF PHILADELPHIA



FREDERIC IVES MEDAL
OPTICAL SOCIETY OF AMERICA



MEDAL OF THE
ROYAL PHOTOGRAPHIC SOCIETY, GREAT BRITAIN



THOMAS ALVA EDISON MEDAL
AMERICAN INSTITUTE OF
ELECTRICAL ENGINEERS



EDWARD LONGSTRETH MEDAL
FRANKLIN INSTITUTE



PROGRESS MEDAL
SOCIETY OF MOTION PICTURE ENGINEERS



FARADAY MEDAL
INSTITUTE OF ELECTRICAL ENGINEERS



WILLARD GIBBS MEDAL
CHICAGO SECTION OF
AMERICAN CHEMICAL SOCIETY



ELLIOTT CRESSON MEDAL
FRANKLIN INSTITUTE



HENRY MARION HOWE MEDAL
AMERICAN SOCIETY FOR METALS



CHARLES B. DUDLEY MEDAL
AMERICAN SOCIETY FOR TESTING MATERIALS



FRANKLIN GOLD MEDAL
FRANKLIN INSTITUTE



DAVID EDWARD HUGHES MEDAL
ROYAL SOCIETY, LONDON



GOLD MEDAL
AMERICAN INSTITUTE OF CITY OF NEW YORK



JOHN PRICE WETHERILL MEDAL
FRANKLIN INSTITUTE



JOHN FRITZ MEDAL
FOUR NATIONAL
SCIENTIFIC SOCIETIES

Medals AND Milestones

More than 50 awards from learned and professional societies have been presented to staff members of Bell Telephone Laboratories for their scientific discoveries and inventions.

Awards include the Nobel Prize in Physics, the Hughes Medal of the Royal Society, London, the Willard Gibbs Medal, the Franklin Gold Medal, and the John Scott Medal.

Bell Laboratories scientists and their associates explore every scientific field which offers hope of bettering communications. That is why Bell System research is so important to the future of sound and television broadcasting, as well as to the ever-improving standards of telephone service.

BELL TELEPHONE SYSTEM



ticularly true when the store involved is one which has a reputation for carrying high-price lines.

Here are brief summaries on the findings on each of the eleven basic questions:

1. In 1941 nearly half the respondents (46.7%) in this same survey expressed preference for "odd" (\$4.98) as opposed to "even" prices (\$5.00). Even though "bargain" appeals may well be expected to have become less attractive during the war-time era when scarcity of merchandise was the dominating factor in most markets, this percentage dropped off only 2.7 points—to 44%. The odd-price still has a powerful hold on the public, but more so among women than among men. (See Question 1.)

2. Consumers find windows which show the price of goods displayed more interesting than those which carry no prices. The effect of wartime in tempering the normally high degree of price-consciousness is reflected here in comparison of 1946 responses with 1941 responses. The proportion who say they prefer to have displayed

goods price-marked drops from three quarters (75.5%) in 1941 to two-thirds (67%) in 1946. But two out of three is still a heavy vote in favor of clear price-marking. (See Question 2.)

3. One in three make impulse purchases frequently when attractive wares are presented clearly priced. This compares with about one in two in 1941. (See Question 3.)

Price Tags Preferred

4. More than three-quarters of the respondents prefer to see price tags on merchandise displayed in cases or on counters. Very slight change in findings on this question as compared with the pre-war survey. (See Question 4.) Note that if you sell goods that appeal primarily to women, it is more important that you heed these findings than if your goods appeal primarily to men. But don't forget that women buy a large proportion of the products used by men.

5a. Just about half of the interviewees—48%, to be exact—told Bennett investigators that they seldom

will bother to go into a store to learn the price of an article on display if the price isn't shown — even when they are interested in the merchandise. Another 12% *never* do. That means six out of ten who might have become buyers if given exact price information usually just pass on — because it isn't there. (See Question 5a.)

5b. It's a little easier to ask the price when you're inside the store, so more people do it "frequently"—58%. But there are still 42% who seldom or never bother to inquire. (See Question 5b.)

6. The changes recorded here in comparison with 1941 are easily understandable. Distress merchandise has been practically non-existent, and prices have been tending upward—at least in relation to quality. (See question 6.)

7. Here's an indication of an interesting psychological change that has taken place in the last five years. With more money in their pockets, people aren't nearly so fearful of asking about a price lest it turn out to be more

Price Reactions—1946 vs. 1941

Continued from page 48

ANSWERS	1946 SURVEY						1941 SURVEY					
	(Except when otherwise noted, all figures in the following tabulation are based on a total of 637 interviews—223 with men, 414 with women.)						(Except when otherwise noted, all figures in the following tabulation are based on a total of 1,000 interviews—532 with men, 468 with women.)					
	MEN		WOMEN		TOTAL		MEN		WOMEN		TOTAL	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%

8. Do you prefer to have prices shown in advertisements you read in newspapers, magazines and on billboards?

Yes.....	178	80	373	90	551	87	460	86.5	440	94.0	900	90.0
No.....	44	20	41	10	85	13	72	13.5	28	6.0	100	10.0

9. Do you prefer to have prices stated in advertising you hear on the radio?

Yes.....	86	39	218	53	304	48	313	58.8	332	70.9	645	64.5
No.....	137	61	196	47	333	52	219	41.2	136	29.1	355	35.5

10. Has the fact that prices have not been shown or stated in such advertising caused you to eliminate from possible purchase consideration the merchandise advertised? (Asked of those who answered "Yes" to either Question 8 or 9)

Number who answered "Yes" to either Question 8 or 9.....	178	100	375	100	553	100	478	100.0	445	100.0	923	100.0
Yes.....	79	44	187	50	266	48	304	63.6	333	74.8	637	69.0
No.....	99	56	188	50	287	52	174	36.4	112	25.2	286	31.0

11. In such cases have you ever discovered later that you would have purchased the article had you known the price at the time you read or heard the advertisement? (Asked of those who answered "Yes" to Question 10)

Number who answered "Yes" to Question 10.....	177	100	374	100	551	100	304	100.0	333	100.0	637	100.0
Yes.....	88	50	236	63	324	59	274	90.1	282	84.7	556	87.3
No.....	89	50	138	37	227	41	30	9.9	51	15.3	81	12.7

DIVERSIFIED FARMING \$14,842 WORTH

Paul Mackey, north of Sayre, Oklahoma, married in 1922. Almost as soon as the wedding bells stopped ringing he and his bride took stock. They owned outright a team, three cows . . . and had \$3.60 in cash.

In 1945 the Mackeys marketed, in spite of labor shortages, \$14,842 worth of farm produce. This was from 600 acres of cultivated land and included \$3,870 from cotton, \$2,240 from wheat, \$672 from grain sorghums, \$2,160 from sweet clover, \$800 from sweet potatoes, \$500 from fruit, \$2,400 from cream, \$1,500 from hogs, \$700 from eggs.

In the years between 1922 and 1945 Mackey had accumulated five farms, 960 acres in all, and paid for all in full. He built a modern six-room brick bungalow with running water, electricity and bath.

He planted, in 1930, a shelter belt of locust trees to protect a peach orchard and cheat late spring frosts. It worked so well he set another, of mulberry trees, in 1938. By such improvements Paul Mackey has seen his land value rise from \$26,000 to \$40,000.

Inside the Mackey home you'll find electric lights, radio, electric iron, washer and refrigerator. In and near the barn stand two tractors, a feed grinder, an automobile and three trailers.

Mackey stands for sound, progressive and planned farming in the Southwest, just as does the farm paper read and followed by so many Southwestern farmers for more than a third of a century.



From the shelter belt protected orchard, Mrs. Mackey keeps her fruit shelves full.



Paul Mackey has a mechanical turn of mind. Here he is operating a specially built trap door in the side of his poultry house



The FARMER ★ STOCKMAN

Oklahoma City, Oklahoma

Represented by The Katz Agency

THE OKLAHOMA PUBLISHING CO.: THE DAILY OKLAHOMAN ★ OKLAHOMA CITY TIMES
WKY, OKLAHOMA CITY ★ KVOR, COLORADO SPRINGS ★ KLZ, DENVER (Affiliated Mgmt.)

than they want to pay. Also, it may be presumed that, at least in the instance of certain types of merchandise, they *want* things more intensively because of wartime goods starvation. Where in 1941 36.8% refrained frequently from asking a price for this reason, the percentage has now dropped to 19. Those who aren't bothered by this consideration at all now number nearly half of all respondents. (See Question 7.)

8. No argument about the unanimity of opinion shown here—just about nine out of ten as shown previously

in 1941, prefer printed advertising to carry clear statements of price. (See Question 8.)

9. Apparently recognizing the different conditions governing radio advertising, only half the number of interviewees asked for prices via radio commercials. (See Question 9.)

10. Answers to the question, "Has the fact that prices have not been shown or stated in such advertising caused you to eliminate from possible purchase consideration the merchandise advertised?" are now running about fifty-fifty between "yes"

and "no." In 1941 about seven out of ten said "yes." Another instance where the change in findings is probably reflecting shortage of merchandise and urgency of need for it. (See Question 10.)

11. To those who answered "yes" to the above question (No. 10), the survey of workers put this question: "In such cases have you ever discovered later that you would have purchased the article had you known the price at the time you read or heard the advertisement?" Six out of ten say "yes." (See Question 11.)

Because of the very direct and substantial bearing which pricing practices exert on potential customers, manufacturers in the mass market have a special interest in seeing that retailers handling their products appreciate the importance of this phase of retail merchandising policy.

THE NASHVILLE TENNESSEAN ROTO *Magazine*

will be published in larger and more readable

1000-LINE SIZE

(5 column x 200 lines)

EFFECTIVE SUNDAY, MARCH 3, 1946

ROTO RATES

MONOTONE:

Unit of Space	Per Line	Discounts (Within one year)	
50 to 200 lines	47c	7 times	3%
200 to 400 lines	46c	13 times	5%
400 to 500 lines	45c	26 times	7%
500 to 600 lines	44c	52 times	10%
600 to 1000 lines	43c	Discount figured from Monotone	
Full Page	42c	rate only. Color Premium net.	

FULL COLOR—\$110.00 extra per unit net.

DUOTONE OR SPOT COLOR—\$60.00 extra per unit net.

Minimum color unit 2/5 page.

The Nashville Tennessean Roto Magazine carried 270,491 lines of advertising from July 1 (first issue) through Dec. 31, 1945.

The Roto Magazine Package—Louisville, Atlanta, Columbus and Nashville (other major markets to be announced shortly) require only one set of positives. Ask a Branham man for details or write us.

Make Roto Magazine Reservations Now!

Nashville Banner The Nashville Tennessean

EVENING

MORNING

SUNDAY

NEWSPAPER PRINTING CORPORATION, AGENT

Represented by The Branham Company

ABOUT THE SURVEY TECHNIQUE

The findings in this survey are based on interviews with 637 subjects, 223 with men, 414 with women. The number was regarded as a better-than-adequate sample because percentage-results in the 1941 survey showed no significant change after the first 400 questionnaires were tabulated.

Interviews were conducted in stores and on the street in the shopping district.

Investigators for A. S. Bennett Associates, in addition to straight reporting on answers to the 11 questions, were asked to turn in a number of "depth" interviews . . . i.e., reports of lengthier discussions held with some of the subjects in which the respondents dug deeply into their own shopping experiences and told how they had been affected by the presence or absence of prices in advertising or on displays.

The interviewers were also asked to check each subject interviewed for a "Dependability Rating" (High, Average, or Doubtful) as insurance against evasions that might arise in street interviews where investigators cannot have a high degree of control over the selection of persons interrogated with respect to their ability to contribute sincere and considered answers.

the one to watch!



W. M. COTTON'S

IDEAL

Women's Group



MOVIE LIFE • PERSONAL ROMANCES
MOVIES • MOVIE STARS PARADE

NEW YORK • CHICAGO • HOLLYWOOD

FEBRUARY 15, 1946

[55]



BREAKING THE CHAMPAGNE BOTTLE: Socony launches its new products like battleships. The Mobil tire goes down the ways with fanfare deluxe at mass meetings of salesmen and dealers. Chief mates of the expedition (right): Harold Jenkins, the company's TBA merchandise manager; designer Raymond Loewy, who had a hand in the new Mobil tire, and G. L. Werly, Socony's retail manager.



Patterned Sales Strategy: Story Behind Socony's New Mobil Tire

Socony-Vacuum Oil Co. is now selling tires—but Socony is not in the tire business. The Mobil tire—newest addition to Socony's accessory line—is just the latest step in the company's effort to provide Mobilgas dealers with a complete servicing program for motorists.

BY EDITH KINNEY

WITH the objective of rounding out the service station franchise so that each Mobilgas outlet can offer all the basic products and services required by motorists, Socony-Vacuum Oil Co., Inc., is now distributing tires under the "Mobil" brand name.

Socony believes that the gasoline dealer's greatest opportunity for building a sound and profitable business lies in his development as a motorist's "department store." He should, Socony believes, be equipped to sell not only petroleum products, but a full line of automotive accessories, all of which

enjoy the prestige of a national brand name.

Socony-Vacuum refers to its current effort to provide dealers with a complete servicing program for motorists as the Tires, Batteries and Accessories Program—"TBA" to the men in the industry.

A line of basic accessories, all quality brands already established in the automotive field (Champion spark plugs, Westinghouse bulbs, Packard battery cables, etc.), was launched about three years ago. And the Mobil battery was placed on the market about a year ago. The Mobil tire is the new-

est addition to the Mobil family of products.

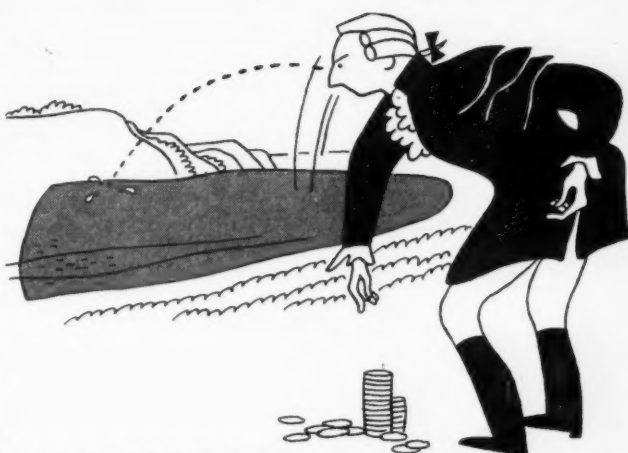
The merchandising campaign for each of these lines has been complete from market research pre-testing to point-of-sale displays. Each has followed a definite marketing pattern. And the latest campaign on the Mobil tire acts as a coordinating element in the program.

Just before the tire program actually broke, Socony sent out letters and broadsides to Mobilgas dealers, explaining the background history of the Mobil tire, how it was designed, and what designers (including Raymond Loewy) were responsible for it.

To launch the tire program, Socony held mass meetings with salesmen at all division points—meetings at which all the dramatic devices of showmanship were utilized to point up the story of the new Mobil tire and how it is to be marketed. More than 200 men attended the meeting in New York City alone.

The morning session was devoted to

SALES MANAGEMENT



THIS is a time, like none before it, when you need professional and specialized help in planning, writing, and producing printed sales promotion material. We've become major league professionals by restricting our service activities exclusively to the field of direct advertising, by originating techniques that work in developing selective markets, bringing in sales leads, promoting products or services.

This is our 25th, Silver Anniversary, year—a good time to find out what we might do for *your* business while the spell of achievement is still upon us.



Dickie-Raymond, INC.

521 FIFTH AVENUE, NEW YORK 17 • MUrray Hill 2-5330
80 BROAD STREET, BOStON 10 • HANcock 3360



It's No SECRET: it couldn't be for long . . . not with all the promotional ammunition Socony provides for Mobilgas dealers. As with other products in the Socony accessory line, the Mobil tire is marketed with patterned strategy—a pattern complete from pre-testing to point of sale displays like those at left.

THE INSIDE STORY: New products demand a new approach to selling. And Socony has designed a model service station to house its line of accessories. The interior is open in feeling (right), with servicing done in full view of the customers purchasing automotive parts—not even a partition separates the two sections. Floor displays (below) make merchandise easy to see, easier to sell.



an educational program on tires in general, covering such subjects as the manufacturing steps, the meaning of ply and tread, an explanation of tire sizes, synthetic rubber, prices, discounts, and correct service procedures.

The salesmen learned the merchandising story of the Mobil tire through an easel presentation called, "A Tailor-Made Program for Mobilgas Dealers." A smaller version of the easel display has since been presented by local salesmen to informal groups of Mobilgas dealers.

The "visual" points out how the car

owner has become more and more dependent on his service station for his complete motoring requirements—and therefore, the tire is the only accessory needed to round out the already established Mobil line.

Figures indicate that after gasoline, which accounts for 46.0% of the profit in petroleum outlets, and motor oils, which account for 18.6%, tires and tubes are next highest in the ratio of returns with 13.2%. In 1940, 35,345,000 replacement tires were sold. But experts predict that peacetime tire volume will hit an all-time high of

50,000,000 annually, to meet pent-up civilian demand. And since the trend in tire sales over the past 12 years shows that service stations are gaining a greater volume of tire business, the Mobilgas dealer will be in a position to capitalize on the booming tire market.

Thus, the presentation stresses, the Mobilgas dealer would benefit by a tailor-made tire program—not a plan that must simultaneously satisfy the needs of small tire stores, large dealers, company-owned stores, jobbers or distributors—but one designed for service stations alone. That, says Socony, is the reason the company is presenting a tire program for Mobilgas dealers exclusively, a program in keeping with the whole TBA plan.

Socony emphasizes that the program will build a substantial tire business for Mobilgas outlets because it provides dealers with:

SALES MANAGEMENT

1. A well known name and trademark in the petroleum industry.

2. A high-quality product to match Mobilgas and Mobiloil—a product pre-tested carefully to provide the tire features demanded by motorists and carrying the standard industry warranty signed by Socony-Vacuum.

3. A complete line to fit any kind of business—a tire for every type of tire customer: passenger cars, commercial vehicles, trucks, busses, farm tractors, etc.

4. Top value with a price that's on the right level for a quality tire.

5. A profitable margin comparable to any tire with a brand name as well established as Mobil.

6. A straightforward discount program that is streamlined for quick figuring of profits.

7. Advertising, sales promotion and merchandising of the caliber that built the Mobil brand—the merchandising program to include:

- Station banners
- Pump tie-ons
- Window valances
- Lubritory wall cards
- Tack-up or "A" signs
- Tire display racks
- Tire bull's eye inserts
- Tire stands
- Blotters and salesmaker folders for mailing or give-away
- Station signs
- Complete sales manual and catalog

"Exclusively Yours"

A motion picture titled "Exclusively Yours," has been used at all Mobil tire sales meetings and is also being shown to Mobilgas dealers. It covers the "why" behind Socony-Vacuum's decision to handle tires, batteries and accessories, and the development and pre-testing of the Mobil line.

A particularly effective sales promotion tool is the Mobil Tire Sales Manual and Catalog. Its organization follows the plan previously devised for the battery and accessory line. The booklet combines a recapitulation of the selling points of the Mobil tire with a catalog of tire sizes and a sales manual, including instructions on how to set up tire displays. The catalog of the line is broken down to demonstrate to dealers what percent of sizes in each line will service the greatest percent of the tire market for that size. For example, of the nine sizes manufactured for passenger cars, three sizes will service almost 80% of the passenger market.

The tire manual and catalog fit into a sturdy loose-leaf binder referred to by Socony as the "training bible" of its retail program. It is in reality a complete accessory catalog, containing list

prices, catalogs, and sales manuals for each branded product handled in the TBA program. Thus, in one book, dealers have a ready-reference guide to a dozen lines, from batteries, tires, spark plugs, oil filters, and light bulbs to fan belts, fuses, battery cables, and windshield wipers.

Also included in this accessory catalog is the TBA model stock control plan. It was developed by Socony-Vacuum to help dealers maintain an inventory geared to fast turnover and maximum profit.

To give Mobilgas dealers a helping hand in solving size problems, Socony-Vacuum has published the pocket-size TBA Data Book. It is organized so that the dealer or his employees can swiftly and easily see exactly what size of tire, battery, battery cable or fan belt is needed for any particular make of automobile, as far back as 1933—whether it's an Austin, a Dusenbergr or a Packard. The data book also provides space for the dealer to fill in his own list price for installations.

Monthly Sales Kit

In addition to all of these permanent promotional aids, Socony-Vacuum sends Mobilgas dealers a monthly sales kit. The kit may contain ideas for a window display, or new streamers for the interior of the service station, calendar blotters for the month, house publications with new selling ideas, promotional stunts for the particular season. In this way, the company keeps in constant touch with its Mobilgas dealers.

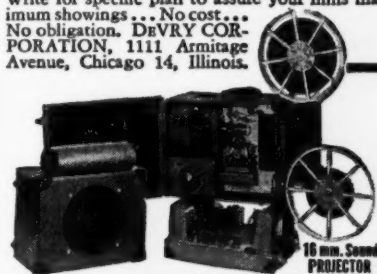
Not content merely to provide Mobilgas outlets with a full line of products and the merchandising aids to promote them, Socony has also designed a model service station in which to sell them. The new station is glassed to provide a full view of the interior. There is no wall between the store and the service department, thus providing a bright, clean background for the selection of merchandise or the inspection of service work being done. One of these model service stations is already in operation at Teaneck, N. J.

Throughout the entire TBA program, Socony-Vacuum has stressed the fact that it is not "in the automotive accessory business." G. L. Werly, Socony's Retail Manager, sums it up this way:

"We are not in business to sell tires, batteries, and accessories to dealers. Rather, we feel obligated to help Mobilgas dealers sell tires, batteries, and accessories to their customers. And our aim is to give dealers the merchandise and training they need to satisfy consumer demands for service and result in a profitable business for the dealer."

GET BIGGER AUDIENCES FOR YOUR FIRM'S FILMS

Let DeVRY help you bring your institutional and training films to the attention of Schools, Colleges, Universities, Church, Civic, Agricultural and other influential groups. You get FREE listing in 15,000 catalogs annually. You get audience reports. Write for specific plan to assure your films maximum showings... No cost... No obligation. DeVRY CORPORATION, 1111 Armitage Avenue, Chicago 14, Illinois.



YOUR BEST BUY—A DeVRY

For Sales, Industrial and Training projects, select the 3-purpose DeVRY that (1) safely projects BOTH sound and silent films; (2) shows BOTH black and white and color films without extra equipment; (3) affords portable PUBLIC ADDRESS SYSTEM—indoors or out.

Shoot your own movies with a DeVRY 16mm. camera—choice of the Nation's professionals for their personal filming.



Only 5-time winner of Army-Navy "E" award for motion picture sound equipment.

DEVRY
BUY
WAR BONDS

ORIGINATORS & IMPROVERS OF PORTABLE MOTION PICTURE EQUIPMENT... SINCE 1913

Handy "Postal Scale"

A Useful
Gift

For Customers
and Employees!



Did you ever want to mail a letter or light package and find yourself at a loss for correct amount of postage? ... You probably used too many stamps in the end. Save time, money, effort with this new pocket-size portable postal scale. Convenient, light, fits into leather or leatherette carrying case size of pocket comb. Weighs letters and packages from 1/4 to 4 oz., separate scale for air and regular mail, easy to read. Precision built, no springs... tempered steel assure accuracy. Handy for any businessman, especially salesmen. Can be imprinted. Write for samples and prices.

The **ADA** Line ... LITTLE GIFTS THAT MAKE BIG FRIENDS

RICHARD A. GUTHMANN & CO.
600 W. JACKSON ST. CHICAGO 6, ILL.



THEY'RE IN

HUNK OF JOB . . . for a hunk of man. Six foot five Andrew Heiskell (left), accepting the glad-hand is *Life's* new publisher—at the age of 30! Handsome Heiskell saw the light of his very first day in Naples. His Dad was working abroad for an American company. Andy went to little red schoolhouses in Switzerland, Germany, France. In spite of it all—including a Sorbonne degree—he's as American as the hot dog. When he came back home he went to Harvard, got another degree from its School of Business Administration. His first, and only job before *Life*, was as a cub on *The New York Herald Tribune*. *Life* saw the good thing that he was; hired him in '37. He lives in Greenwich, has two little-ones, works a fantastic number of hours every day. Though he plays crack tennis he'd rather lie lazily under a tree and think a lot about nothing.

BORN—DRAMATIC . . . Billie Gould, who yelled her first yell in a stage trunk in Shubert's Theatre, now puts her sense of drama into the enterprise which bears her name: Billie Gould, Inc. Her publicity—public relations organization makes a maison-specialtie of dramatizing, in fashion-show style for the press, anything from a steam shovel to a line of dresses. In its first seven months she upped her accounts from four to 17, her billings to \$100,000. Since she invariably used to hold down three jobs simultaneously it's impossible to review her career chronologically. She edited a group of screen magazines, published and edited the first hotel mags in the U. S., did publicity for shows, agencies, night clubs; organized and handled Bundles for Britain. People, coming to beg her to take on their account, always comment on the fact that her nine-woman staff seems to be having a whale of a good time. That's why they're successful, she thinks. Her clients range all the way from perfume, shoes and dresses, to research engineering laboratories. Recently an English saleswoman asked her, in native patois, "What is your sport, Madame?" Billie came back, in the best Gould tradition, "Publicity."



THE NEWS

LIFE BY-CYCLES . . . and Pauline Foster's cycles run exactly nine years. It was nine years ago that she moved her paper weight to Revlon Products Corp. Nine years later they elected her sales manager. Before she went to Revlon she got the heave-ho from another cosmetic house. She'd been with them nine years. Sounds like a lot of years? It's only 18. Possessed of that substance—charm—known to move mountains, she's boss-lady to a bunch of salesmen; never raises her voice. Bagged her degree from Earlham College. It's Quaker—she's not. After that she sold fertilizer equipment by mail; hated it so much she tackled New York. The rest is the typical success story—by cycles. She bowls "a nasty 200." Recently she enticed her parents—both 86—to the Big City, took them to their first night club to celebrate their Golden Anniversary. "Fatal Apple" is her favorite Revlon color—"until we bring out another one!"—And that won't be long!



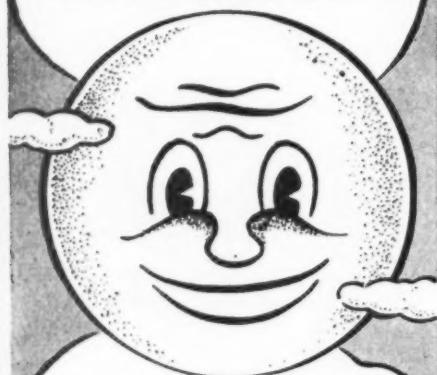
ROOM SERVICE . . . When Major William Pahlmann headed up the Decorating Department at Lord and Taylor, New York, (some people insist he put the place on the map) his openings were sort of a Second Front for El Morocco. Everyone turned out. Bill delighted to startle—instituted more trends than a Leftist movement. His, he says, were the first over-size lamps; his the first sectional units of furniture. The Army took him in '42, put his talents to work revolutionizing camouflage . . . If many Officers' Clubs, during the war, looked unmistakably Pahlmann to you—you're right. Doing them constituted a sort of busman's holiday for him. Out of the services now, he's making news again—on two fronts. Just founded Wm. Pahlmann Associates, to handle design, decoration and consultation work in the home furnishings and allied fields—and Harper's Bazaar has named him interior design and decoration editor. Soon you'll see more of the revolutionary "Pahlmann Rooms." In fact, you may even own one!



TERRITORY—THE WORLD! . . . Roland H. Askew (left) never knows, when he shows up at work of a morning, whether he'll eat breakfast tomorrow in Calcutta or Paris. As export manager for Lockheed Aircraft Corp., he has the cockeyed world for a territory. "Bob," as he's known, has to get up pretty early these days—not to be on time for the Calcutta plane, but to keep ahead of his competitors. While America is leading the world in air trade and travel the competition is thicker than flak. He's sold Air France and Dutch Airlines—but the selling war, says he, has just begun. To get a job like his you have to start 18 years ahead of the game. Bob began by getting a mechanical engineering degree at Rutgers; then he worked in an aircraft plant, edited an aviation magazine, went back to an engineering job with another aircraft company—emerged into Lockheed's preserve. He recently made a nine-month tour of the world's aviation capitals—just to see what he was up against in the competitive aviation scramble.

Helping Keep The World SUNNY SIDE UP

Good news for me! Nearly a *million* farm families have joined the American Farm Bureau Federation. That will give the farmer a powerful voice in favor of full production and free enterprise, without inflationary strikes. Sounds like prosperity to me.



What can turn me gloomy side up are the depression blues. Best cure I know of is to read *The Nation's Agriculture*, the voice of a million farmers. It says the time is at hand to stop irresponsible strikes and make production the basis of prosperity.

Our advertising columns will welcome your message to nearly a million thoughtful, responsible farmers — the farm leaders of America.

The Nation's
AGRICULTURE

OFFICIAL PUBLICATION FOR

973,537

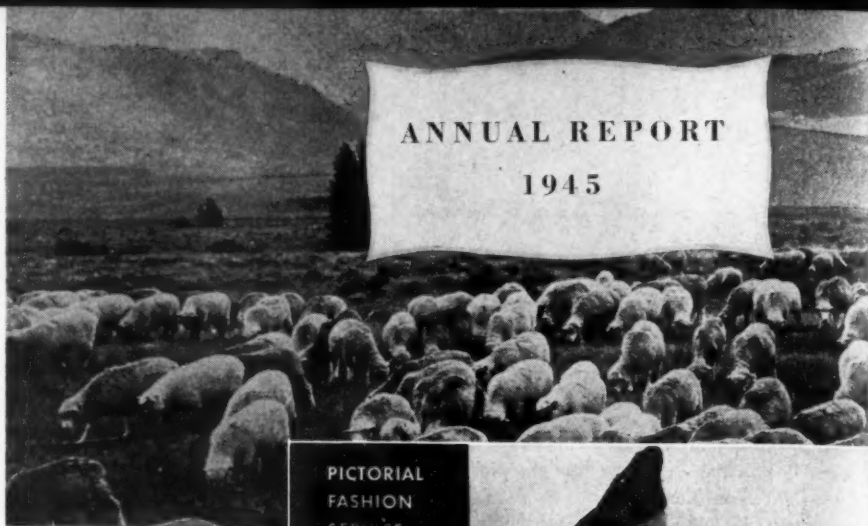
FARM FAMILIES OF THE

★ **AMERICAN FARM BUREAU
FEDERATION**

58 E. WASHINGTON ST., CHICAGO, ILL.

ANNUAL REPORT

1945



PICTORIAL
FASHION
SERVICE

The growth of American fashions in wool — created by America's leading designers — portrayed by the Council's pictorial service.



WOOLFACTS: Age - old wool brings up heavy guns of style and fashion in the mighty battle with synthetics for old and new markets.

Run, Sheep, Run! Some Strangers Are After Your Markets!

WOOL growers, concerned about the inroads of synthetics, see wool losing its dominant position in the fabrics market unless the industry uses the laboratory to bring out new applications and to open new markets to meet the challenge to the age-old wool industry.

Alert to this danger, the four-year-old American Wool Council, whose members include the Nation's leading wool growers associations, is engaged in an extensive campaign to publicize all possible uses of wool and to enlist the support of the industry for an effective research program. "The future of wool and wool textiles today lies in the laboratory and in efficient merchandising," the Council reports to its members. "More must be learned about the physical and chemical nature of the wool fibre."

With further development, the

Council foresees a practical shrink-proof wool, and washable wools promise to become household articles. "Research and experiments will discover and make commercially practical more water-repellent and moth-proof wools," the Council promises, and "greater crease and wrinkle-resistant wools, and new weaves and textures."

It is in the field of basic clothing that wool must maintain its leadership and the industry must capitalize on wool's qualities of wear, service and protection, the Council warns its members, and the vast amount of recorded experiences with wool during World War II must be collated and made public to the trade and the consuming public. The Council suggests that experiments started during the war be continued either by the industry or by a Government agency "seeking to maintain and promote the wel-

SALES MANAGEMENT

fare of an essential agricultural product."

The Council reminds its members that synthetics began in the laboratory and the "tremendous markets they enjoy are the direct result of modern expert merchandising practices. While the wool growing and wool textile industries have been content to rest upon their traditions and their memories . . . synthetic fibres have developed into an industry that, in the United States alone, is approaching in volume 50% of the grease weight wool production of the world."

Cost Comparison

"So far as relative costs of fibres are concerned," the Council relates, "wool cannot hope to compete with synthetic fibres. The cost of the fibre is only one element in processing fibres into fabrics and fabrics into garments. This is a study in itself, but in any consideration of relative costs of fibres, it must be borne in mind that the labor costs of processing wool into fabrics is one of the highest in American industry, averaging 59.5% of the value of the finished product."

"It is generally estimated that the value of a woolen or worsted fabric in a garment ranges from an average of 5 to 20% of its total retail value, depending upon the amount of trimming or decoration which is used."

The well developed publicity part of the over-all wool promotion includes the use of pre-tested releases. "During 1945 no program was designed and no plan was put into operation by the Council without testing it through competent surveys and analyses. Thousands of inquiries were made of educators, manufacturers, retail merchants, and consumer groups. Their answers have determined the character and timing of the Council's program."

The Council mailed 27,282 copies of "Woolfacts" in 1945 in the plan to keep the public informed on the status of wool as a national resource and vital raw material. Using "tested copy only" the Council's fabrics and fashion news service provided news on wool in apparel to one newspaper exclusively in each of 45 cities in 1945 and this service has been offered to 146 cities this year. The Council's pictorial fashion service photographs of leading fashions in wool have appeared in some 2,000 newspapers and other publications with a total circulation of over 53,000,000.

To promote wool through schools, the Council's educational services bureau first asked educators what teaching aids and professional information would be of the most use to them.

Out of this survey a tested program of educational aids in the form of wall charts, bulletins and textbooks on wool is being developed. Personal attention is given to each inquiry on wool, whether it presents a problem of primary concern or one on the fringes of the Council's objectives. "A Capsule Course on Wool," of which more than 26,000 copies have been distributed, serves as a textbook on wool.

Whenever possible, representatives of the council speak in person before retail buying, educational groups and appear on radio programs. Pre-tested

radio scripts running from 30-second spot announcements to 20-minute analyses of trends in wool are provided.

To advise on the over-all program, the Council's advisory committee of 300 educators, industrialists, librarians, editors, and wool growers guide the Council on its information policies and what the public expects from wool. In 1945 the committee was revised to give it a broader representation in consumer groups and among teachers, including both college and secondary levels, as well as the extension service.

AGENCY COMMISSION PAID BY BAKERS WEEKLY

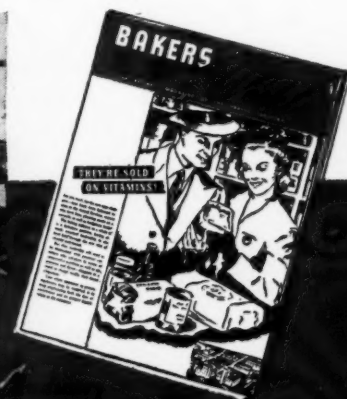
In conjunction with its revised Standard Rate effective January 1st, 1946, BAKERS WEEKLY now pays a 15% commission on advertising placed by advertising agencies.

Our practical bakery men, specialists in all technical and scientific phases as well as sales and merchandising, are available in New York and Chicago to cooperate fully with advertising agencies throughout the United States. Other editorial staff members possess a valuable fund of information based on their work for Bakers and Manufacturers in

BAKERS WEEKLY'S Experimental Bakery, Research Laboratory and Engineering Department.

BAKERS WEEKLY invites opportunities to work with agencies to help them help their clients get the most profitable results from advertising addressed to the Baking Industry.

*See BAKERS WEEKLY'S "Tell-All-Unit" in February Standard Rate & Data Service, Business Paper Section, Class 9.





And so were thousands of TIMES readers....

For The TIMES always draws a crowd!

This jewelry store sell-out is not entirely fantasy. As a matter of fact The TIMES has led all Chicago newspapers in jewelry store lineage for

the past 10 years.

Your advertising in The TIMES will go into one out of every three Chicago homes at one of the lowest milline rates for evening newspapers in America.

THE TIMES



CHICAGO'S PICTURE NEWSPAPER

SALES MANAGEMENT

T i p s



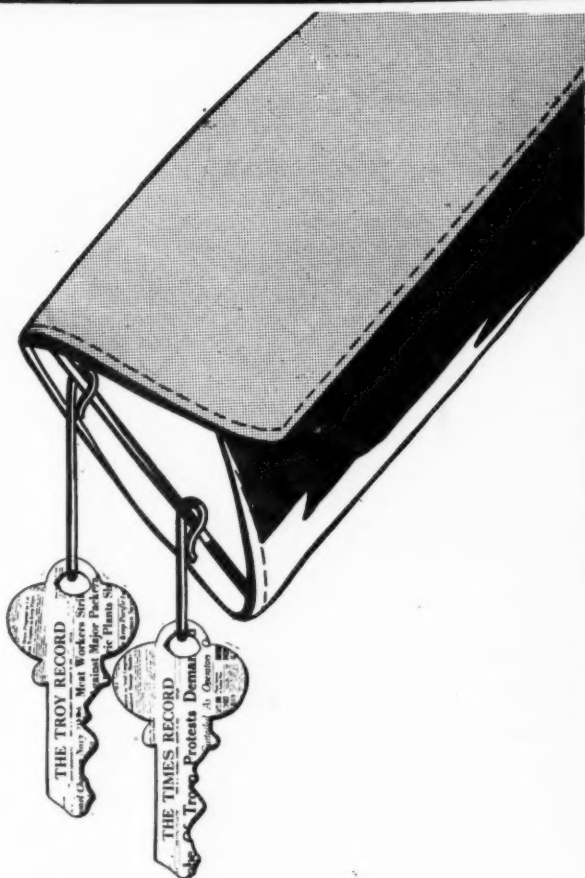
Booklets reviewed below are free unless otherwise specified and are available direct from the publishers. To facilitate handling, please use a separate letterhead for each request.

1946-1948 Building: Residential, Commercial, Farm. According to *American Builder's* survey, about 400,000 new homes will be built in 1946, 600,000 in 1947, and 900,000 in 1948. And the number of new shops and stores to be built will increase from 25,000 in 1946, to 75,000 in 1947, and 200,000 in 1948. These figures are but a few of the statistics presented in the 34-page building study booklet, which describes established construction and distribution practice and points out expected avenues of expansion in the immediate years ahead. Prime factors in building construction, major channels of distribution for light construction materials, and fundamental housing needs for the next 15 years, are discussed in the report, which is available from *American Builder*, 105 West Adams St., Chicago 3, Ill.

Market Tips: For manufacturers interested in expanding distribution territories, or sales promotion executives seeking new market data, here are a few new booklets containing useful market information: "Your Target," giving facts and figures about the people who make up the broad U. S. Market, published by Batten, Barton, Durstine & Osborn, Inc., 383 Madison Ave., New York City; "Blueprint for Sales," *The New York Times* 1945 census of New York City, including an analysis of retail outlets of distribution—stores selling food, drugs, liquor—and a study of the ultimate consumers, the family buying units, available from *The New York Times*, Advertising Department, New York 18, N. Y.; "The Golden Crescent," including market data on Michigan, Ohio, Pennsylvania, and published by Capper-Harman-Slocum, Inc., 1013 Rockwell Ave., Cleveland, O.; "San Diego as Others See Us," the digest of a survey of the commercial and industrial prospects of the San Diego area, prepared for the San Diego Chamber of Commerce, San Diego 1, Calif.

Timely Tips. If you're looking for new display ideas, you may want to see the Display Guide, available from Sherman Paper Products Corp., Newton Upper Falls 64, Mass. . . . or the new 1946 *Chain Store Age* Display Manual, published by the magazine at 185 Madison Ave., New York 16, N. Y. . . . and if stockholders relations is one of your problems, there's "Guide Posts to Better Stockholder Relations," a sketchbook of leading corporation annual report advertisements of 1945, published by *Financial World*, 86 Trinity Place, New York City. . . . For retailers interested in modernizing interiors and store fronts, Jesse French & Son's booklet on "How to Modernize Your Store for Piano Profit," might prove practical. Write to the company at Elkhart, Ind.

FEBRUARY 15, 1946



The Keys To The Big Troy Market

The Record Newspapers, Troy's only dailies, are the keys easily and inexpensively available to anyone desiring a sales-entrance into the big Troy A.B.C. City Zone. They are the passkeys to over 91½ homes out of every 10 in this 120,000 consumer-market.

Yes, in Troy, The Record Newspapers enable you to reach the largest number of your potential customers at the ONE low cost of only 12c per line.

The postwar circulation of The Record Newspapers is steadily increasing. A.B.C. Publisher's Statement for 6 months ending Sept. 30, 1945—

41,496



Mail Plans Unearth Thousands Of Leads for Insurance Men

"Prospecting Service produces prospects."

"Lead Service produces better interviews."

THESE twin slogans tell the purposes of a double-feature direct mail plan provided by the Reliance Life Insurance Company of Pittsburgh for use by its national sales organization to increase production.

Prospecting Service, inaugurated two years ago, finds prospects for insurance by sending to lists of names submitted by Reliance agents, one letter signed by Advertising Manager Norman L. Klages. This letter offers a memorandum book with the prospect's name imprinted on it in gold if he or she will return the inquiry card enclosed. Space on the card is provided for checking a definite form of insurance in which the prospect is interested, also space for age, occupation, name, address, etc. The cards are coded by number to identify the agent who requisitioned the letter to be sent. The memo books are made up from the inquiry cards. Both are then forwarded to the agent concerned for delivery.

Service Produces Prospects

Reliance management reports that in the two years the Prospecting Service plan has been in operation, thousands of interviews with strangers who have needs for life insurance have been made possible to Reliance agents, and many millions of dollars of new insurance have been sold to people who might never have been contacted by Reliance salesmen in any other way.

Lead Service, the other Reliance working plan, was introduced in 1927 and has been improved periodically. It employs inspiring letters and colorful folders to introduce the agent or to build prestige for the company among prospects about whom the agent knows a little something or whom he may know very well. These letters tell the prospect that the agent is going to call within the next few days.

The new Lead Service for 1946 has just been announced, and a handsome brochure titled "Better Interviews Through Lead Service," is being mailed to every Reliance representative. The brochure includes seven new booklets designed for mailing with the Lead Service letters. Each booklet presents its message dramatically with human interest photographs and words

—and each can be used as the basis of a forceful sales presentation.

The new Lead Service has two types of letters. One face is mailed directly from the Reliance home office in Pittsburgh and introduces the agent to the prospect over the signature of the executive vice-president of the company. The other face, intended more for prospects personally known to the agent, is sent to the agent who orders them in bulk for his signature and mailing.

Eight different letters, available in either of the two faces mentioned, cover virtually all of the known insurance needs and are ordered individually to cover a specific need. That accounts for 16 letter faces. The 17th is a "thank you" letter to be sent after the original call. Each of the eight letter ideas has a specially designed color folder describing the type of insurance selected by the agent as being of interest to the prospect. There are only seven folders, but one does double duty and is sent with the eighth letter designed for prospects of whom the agent is not sure—not sure as to the type of insurance that might interest him.

Reliance executives point to these six reasons why Lead Service has proved to be a complete working plan:

1. It makes the agent prospect conscious at all times—to provide from 10 to 25 new names each week for consistent use of Lead Service letters.
2. It permits agents to concentrate their work in one section of a community each day, thus saving them

considerable time and weary footwork.

3. It commits the agent to call upon the prospect soon.

4. It permits planning a full week of work with a complete routine of planned calls each hour of the working day.

5. It provides an easy approach to the prospect through reference to the letter he should have received and gets immediately into the prospects needs for insurance.

6. It tells even close friends that the agent has come to talk about his insurance needs instead of golf, bridge, or other personal topics.

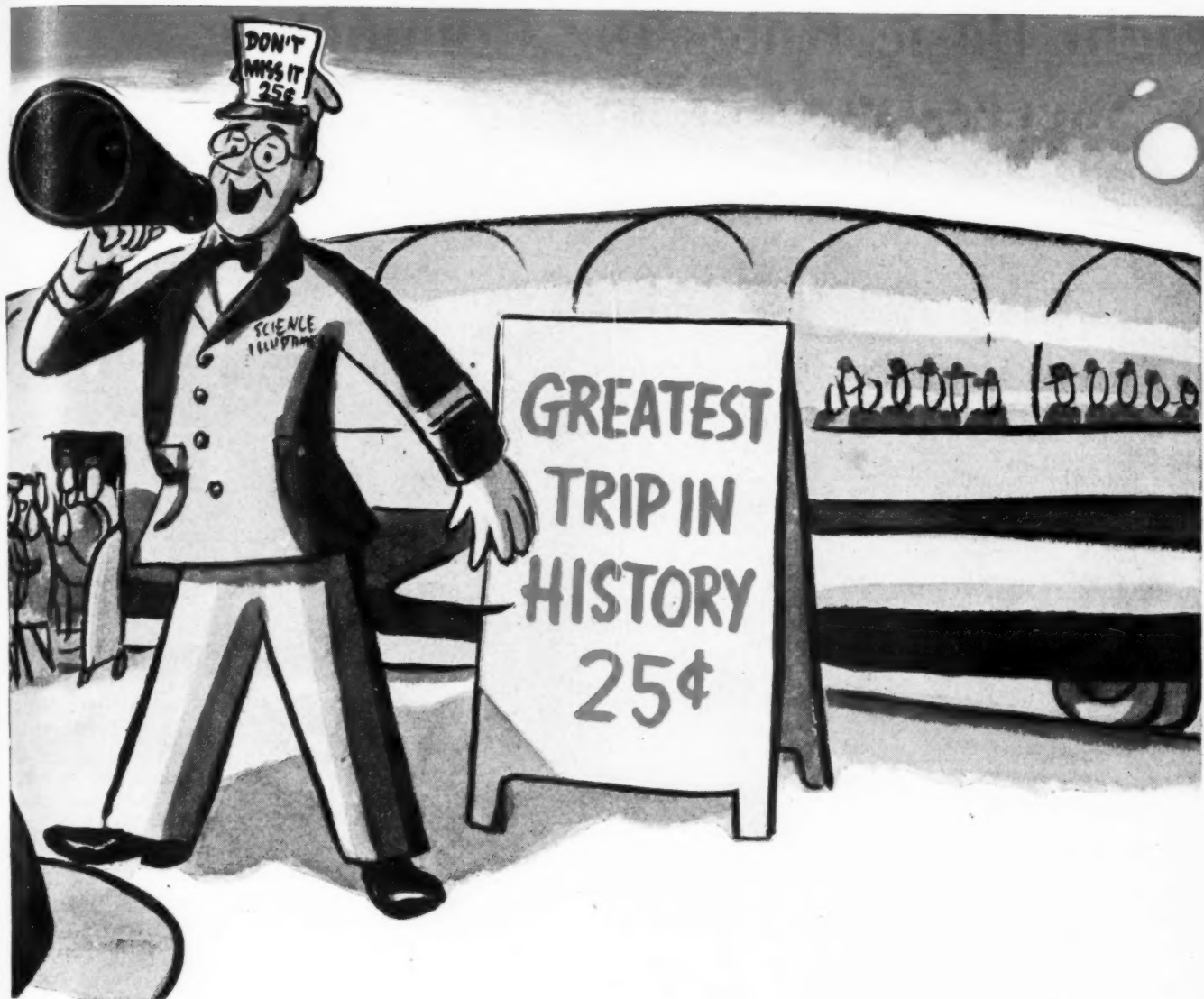
Offers Bonus Letters

Reliance also offers a system of bonus letters which are available only through membership in the Direct Mail Club which provides 150 letters for a membership fee of \$5. In the case of Prospecting Service a bonus of 150 letters is given each time an agent pays for \$25,000 of new insurance resulting from prospects found through the use of this service. In the case of Lead Service, the bonus letters are given for consistent use. An agent who uses a minimum of five Lead Service letters each week for six months receives 300 free letters. In many cases the original \$5 paid for the first membership is the only cost to the agent who uses this direct mail consistently and follows through on it promptly to get results.

In recent years, Reliance executives point out, agents have requisitioned some 300,000 direct mail letters each year, producing many prospects and substantial business. Many agents credit their entire yearly production to the consistent use of Prospective Service or Lead Service.



TRAVELING SHROWROOM: Operators of Post Exchanges and Ship Stores will be able to select merchandise from displays brought to their doors in eight of these mobile showrooms soon to be put on the road by D. G. Terrie, Ltd., New York City, manufacturers representatives selling exclusively to service stores. These merchandisers will be stocked with popular brands.



better go along, too!

Advertising forms on the first, April,
issue close February 10.

Initial print order, 500,000 copies; circulation guar-

antee 250,000. Twenty-five cents. For further, full
details, address SCIENCE ILLUSTRATED, 330 West
Forty-second Street, New York 18, New York.
Or phone your nearest McGraw-Hill office.

Science ILLUSTRATED

A New McGraw-Hill Magazine—Science brought home to you

FEBRUARY 15, 1946

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Eight Basic Rules for Conducting A Successful Consumer Contest

A specialist in contest management offers some words of caution to manufacturers who get the urge to sponsor a super-colossal competition in the hope of corraling thousands of new product users. Her "what-to-do" list is based on a broad and very practical experience.

BY TERRY ARMSTRONG

SO—you're going to attract consumer interest and sales to your product by conducting a whopping big contest of some sort? You're going to spread advertisements of this contest across the land—big, splashy announcements of not only sensationally big prizes—but scores of other prizes for the lucky winners. You say to yourself, "That'll step up sales."

The indications are that such thinking about consumer contests is on the increase now that we are moving into what is agreed to be the most competitive period of business history.

Take the Long View

Because of these indications SALES MANAGEMENT recently asked Elsie Rushmore, New York City, who specializes in the management of contests as well as surveys for market definition, for suggestions for helping the sponsor to achieve a successful contest. Miss Rushmore has been in the business for over a dozen years and has managed contests for many of the "big name" advertisers.

According to Miss Rushmore, it's a wise manufacturer who takes a long-range view of his contest. His uppermost thought is not about how big a contest he can stage. He approaches his particular contest with this thought: "What will be its effect on my business in a month, 12 months or even 10 years?"

The sponsor, taking this practical attitude, looks upon a consumer contest as sales promotion. Therefore, because it is sales promotion, he does not expect it to be immediately self-liquidating. He knows that if his product has real merit, his contest, if properly engineered, should bear long-term results.

The realistic sponsor recognizes that basically a contest is a sampling job. With such a contest he knows that he should achieve two objectives: (1) Get the consumer-prospect to test and appraise the product and the consumer

to re-appraise it and find new reasons for an established loyalty; (2) Win more cooperation from the dealer by drawing attention to the product he has stocked.

Contrary to popular belief, the sponsor is unlikely to secure any advertising ideas from the entries, but the character and trend of the entries can be counted on to give him a fresh angle on his market.

If you are one of those who are thinking of sponsoring a contest, it may save you headache and unnecessary expense to check and consider Miss Rushmore's suggestions:

1. The rules of the contest should be kept as simple as possible and must be obviously fair. It is essential that these rules be O.K.'d by the sponsor's legal adviser and by the United States Post Office Department. They must feature the basis on which the entries will be judged.
2. The contest should be interesting to the audience to which it is addressed. It has been found that the best results, both in the volume and character of the entries, usually come from a request for the contestant's personal experience with the product. "Pencil games" and naming contests are not geared to arouse the interest of the contestant in anything but the prizes. Furthermore they are very expensive to handle as they necessitate a lot of mechanical work in order to check duplication.
3. Media coverage should be sensible and adequate. Some contests may lay their failure to too little coverage and bad timing — another case of too little and too late.
4. The qualifying enclosure should not be costly (with the alternative of "a reasonable facsimile"). It should be easy to detach from the container and together with the entry, should not cost more than 3c to mail. In other words,

make it just as simple and easy as possible for persons to enter the contest.

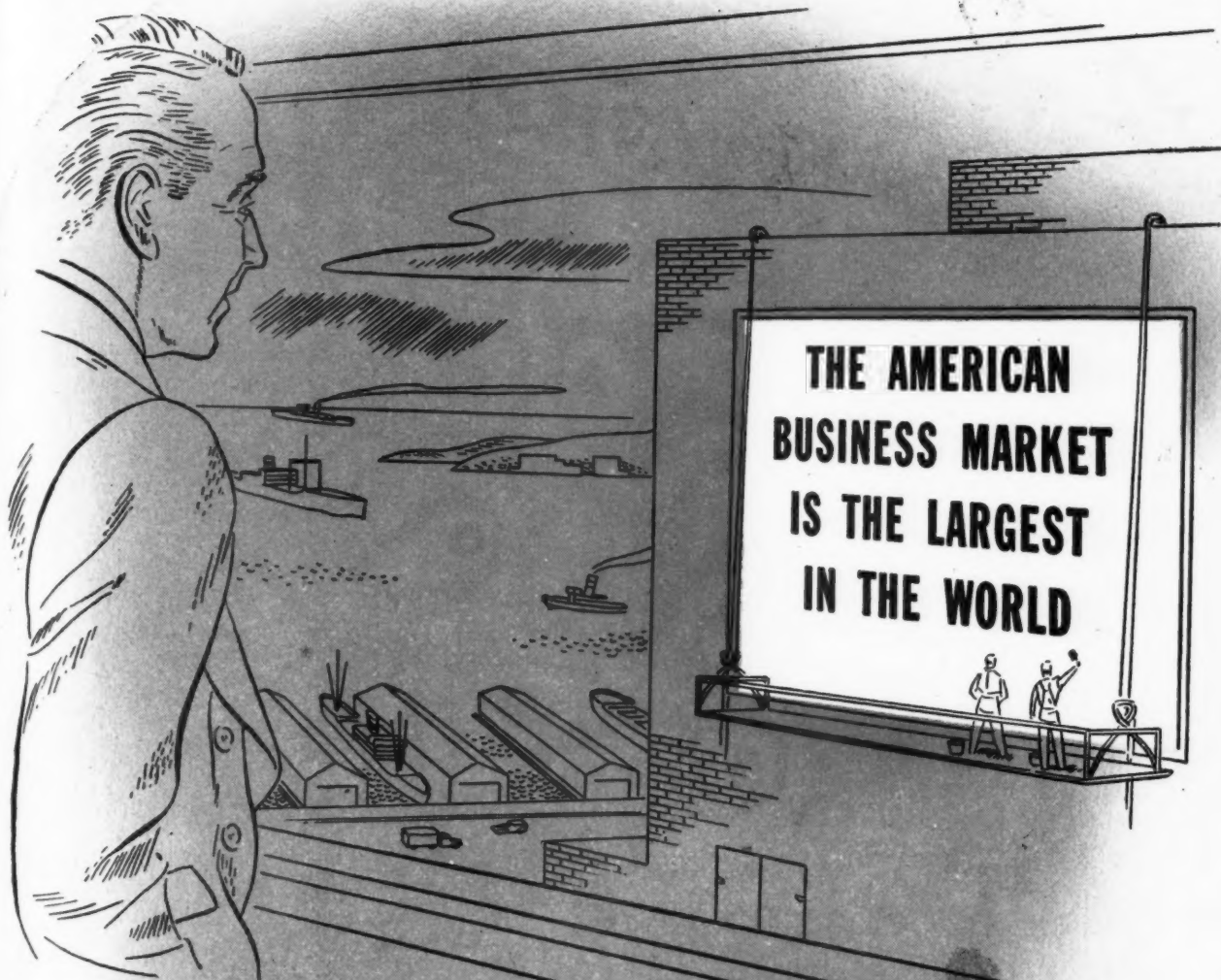
5. Mail should be handled with scrupulous care. All inquiries should be answered by the public relations department of the sponsor's organization.
6. The entries should be read by a staff chosen for their integrity, ability to apply the contest rules accurately in judging the entries, and for a friendly and objective point of view.
7. All qualified entries should be typed without the names and addresses of the contestants and identified with the original by a serial number.
8. The prize-winning entries should be selected from these qualified entries by at least three staff members who rate them first separately and then jointly. Their decision must be unanimous. The names and addresses of the prize winners then can be released from the file of original entries and the list sent to the sponsor for distribution of prizes.

What About Prizes?

Speaking from her own experience in managing contests, Miss Rushmore feels that the prizes, if at all possible, should be money. However, she has known many cases where script on the dealer (for household equipment) or merchandise (such as automobiles) has been an attractive substitute.

Miss Rushmore is also strongly of the opinion that the number of prizes should be related to the potential volume of returns. For example, if the potential of returns is likely to be 50,000 entries the number of prizes should not exceed 200. This opinion is based on her experience that the percentage of entries fully qualified under the published rules of the contest rarely exceeds one half of one percent.

All too often a sponsor makes the mistake of announcing too large a number of prizes. This means, in order to make up the list, that prizes must be awarded to entries which are less than fully qualified under the contest rules and the job of arriving at a fair rating of these partially qualified "seconds" is a long and consequently an expensive one. The number and even the size of the prizes, Miss Rush-



*You can sell the men
who control this market by using*



FORTUNE	188,918
BUSINESS WEEK	126,246
U. S. NEWS	204,927
NATION'S BUSINESS	456,640
Total	976,731

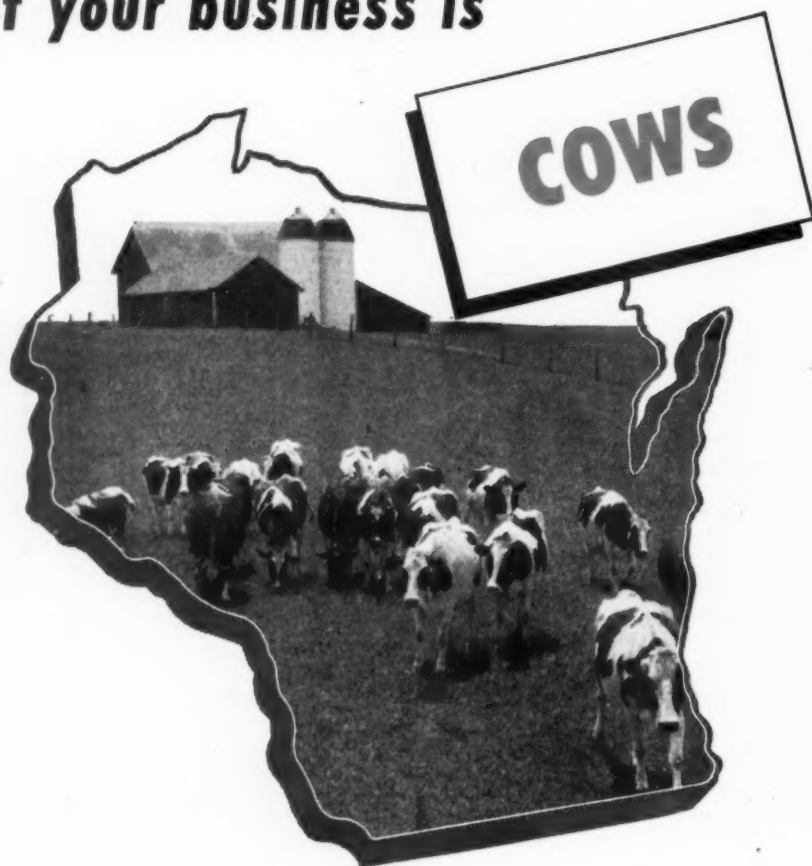
Nation's Business

WASHINGTON, D. C.

FEBRUARY 15, 1946

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If your business is



It's COW NEWS you want!



Wisconsin Ag is a Wisconsin product—published at Racine, Wisconsin, since 1849. Gives local news with a local slant—talks the language and business of Wisconsin dairy farmers.

... and it's cow news you get in Wisconsin Agriculturist and Farmer. That's why this outstanding agricultural publication is read by 9 out of every 10 Wisconsin farm families. It talks their business . . . as no other publication does. It keeps Wisconsin's rich dairy industry posted on the latest in dairying. If your business has cows for a market . . . or farmers with a steady year round income . . . look to Wisconsin first. Win Wisconsin with Wisconsin's own state farm paper . . . The Wisconsin Agriculturist and Farmer.

WISCONSIN-IZED COVER TO COVER

Use

WISCONSIN

AGRICULTURIST & FARMER

RACINE, WISCONSIN

more is convinced, is of less importance than the obvious fairness of the contest, its simplicity and its interest to the audience too.

Another suggested practice is that of sending a post-card acknowledgment to all contestants. It is arguable that this is worth the extra cost.

When contests are conducted by radio broadcasts Miss Rushmore favors a "chain" idea. That is, her experience has revealed, that best results are obtained when a contest via radio is broken up into "time units." This permits the announcement of prize winners at intervals instead of after a long wait subsequent to the close of a long contest. This keeps interest at a high level and while it calls for a different breakdown of the prize structure the sponsor using the "time unit" method has the pleasure of seeing an increase in the volume of mail with each announcement of winners.

The Inevitable Complaint

The manufacturer sponsoring his first contest, Miss Rushmore thinks, should be warned that he can expect about one-tenth of one percent the total volume of the mail to consist of letters of complaint, challenges as to the validity of the contest, etc. This is inevitable and should not be a source of concern to the sponsor.

The sponsor can also expect a number of "decorated entries." These are probably due to some of the contestants nurturing the idea that they can better their chances of attention if they embroider their entries on bed spreads and sofa pillows or incorporate them in electric signs. However, the percentage of these "decorated entries" has declined in the past few years. Perhaps this indicates that contestants have at last come to understand that every contest entry is read and also receives the same attention as every other entry in the contest.



SALES MANAGEMENT

the Spokane Market

THE SPOKANE MARKET



Tremendous developments came to Spokane and Inland Empire as a result of the war. World demand created high prices for the district's metals, lumber and farm products. Its flood of hydroelectric power turned the wheels of war industries, created new payrolls, helped produce the atom bomb in a huge secret plant on the Columbia River. Effective buying income zoomed to a new high of \$993,218,000 in 1944. How will the pent-up income be spent during the early months of peace? Associated credit bureaus in 19 communities undertook to find out by interviewing representative heads of households 12 days before or 17 days after the war's end. Results of their findings are recapitulated below.

In each 10 Households
in the Spokane Market



PICTOGRAPH BY
Sales Management

Results of the credit bureaus' survey are summarized in booklet entitled **THE CLOUDS ROLL BY IN THE SPOKANE MARKET**, copy of which will gladly be sent by the Spokane newspapers on request.

THE SPOKESMAN-REVIEW

MORNING

SUNDAY

Spokane Daily Chronicle

EVENING

SPOKANE, WASHINGTON

COMBINED DAILY CIRCULATION OVER 130,000 . . 81.24% UNduplicated

Advertising Representatives: John B. Woodward, Inc., New York, Chicago, Detroit, Los Angeles, San Francisco.
Color Representatives, SUNDAY SPOKESMAN-REVIEW Comic Sections: Metropolitan Group.



ANN MULHERN, director of sales training and coaching, has devised an outstanding sales manual and other texts to help further the intelligent selling of Milkmaid's beauty preparations. Most items in the line are made with pasteurized milk or cream.

The demand for the beauty preparations of Milkmaid, Inc., has been sky-rocketing. One big reason is that the stellar sales promotion program has been bulwarked by an exceptional sales training plan.



How Milkmaid Puts a Double Edge On Its Sales Promotion Program

BY TERRY ARMSTRONG

LEADING companies, concerned with distribution, accede today that a vigorous training program for their sales personnel is an essential cog—if not the actual core—of their sales promotion activities. However, a serious gap too often presents itself when a company attempts to effectively integrate its sales training program in its sales promotional operations.

That this gap can be successfully spanned has been notably demonstrated by Milkmaid, Inc., New York City, a firm engaged in marketing a line of beauty preparations of widely recognized merit. The line has several

fresh and different selling points and Mr. Maxwell F. Bower, vice-president and general manager, has seen to it that they receive the special presentation they deserve.

Milkmaid's sales promotional program is distinctive and has been skillfully executed and the correlative sales training plan has been so designed as to take every advantage of it at that decisive moment when consumer and salesperson (or salesman and buyer) are face to face.

To understand the Milkmaid approach one should consider that it emphasizes the human factor in the creation of sales. From the observa-

tions of Miss Ann Mulhern, Milkmaid's director of sales training and coaching, a sale of a most widely advertised, expensively promoted product, especially if a cosmetic, can meet its undoing at the hands of a poorly trained or indifferent salesperson.

Miss Mulhern's plan of procedure for sales training classes dovetails ideally with the company's sales promotional program—a program, which in the main, calls for the establishment of Milkmaid Beauty Clinics in leading retail stores throughout the country. The plan provides an intensive, comprehensive sales training course for Milkmaid demonstrators. Not only does the course properly prepare them for the advent of a Milkmaid Beauty Clinic but it also



Stetson

MALLORY

ADAM

LEE

champ

DISNEY

PORTIS

To sell anything *men* buy... from hats to automobiles

REACH THE

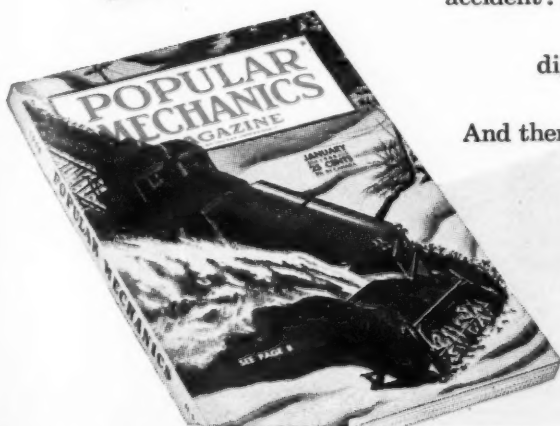
P * M *

MIND

You get closer attention, faster action when you place your advertising message before the inquisitive, fact-hungry, quick-starting mind of the *Popular Mechanics* reader.

You're talking to a man who reads ads deliberately, not by accident... who finds *Popular Mechanics* advertising an important and absorbing part of the magazine... a man who digs right down into even 4-point type month after month because he doesn't want to miss a thing. And there are 3½ MILLION of these ad-minded, cover-to-cover readers—most *attentive* man-audience in America.

It pays to put Popular Mechanics on your schedule and
REACH THE P. M. MIND!



FEBRUARY 15, 1946

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assists them in maintaining a high standard of salesmanship.

Arrangements with the stores for the clinics are made a full month in advance and Miss Mulhern also sends a personally signed letter to each demonstrator explaining the reasons for the course.

Classes are usually conducted in one of the sample rooms of a leading hotel. Morning of the first day is devoted to talks and discussions on the basics of beauty culture and each attendee is given a copy of the Milkmaid Sales Manual and a reference copy of "Beauty Is Nature and Care,"

both of which were prepared by Miss Mulhern. The afternoon is usually given over to actual treatments with Milkmaid preparations and to make-up technique.

"Personality in Selling" is one of the chief talks given during the second day and before the two-day session is brought to a close, business details pertaining to the demonstrator's association with Milkmaid are discussed.

For simplicity of style, arrangement of text matter and presentation of sales cases the manual is outstanding. In preparing it Miss Mulhern took



FOR STORE-WIDE PROMOTION: Posters are supplied for restaurant, elevators, and for other departments throughout the store.



FOR POST-WAR PROFITS

Look again, that is more than a doctor's designation for "prescription", it is two letters "P" and "X", two letters that spell a market that no wide-awake manufacturer will overlook when he surveys his post-war sales picture.

The Army's Post Exchange and Navy's Ship's Store systems are here to stay—their volume of sales will continue to be impressive for years to come.

The country's leading manufacturing and distributing companies recognize

the lasting, PEACETIME value of the "PX" market. Evidence: 105 advertisers have started or resumed campaigns in POST EXCHANGE since V-J Day!

Be sure you have your share of this valuable business when you need it...! Cultivate the "PX" market today by advertising in the magazine read by the officers who do the buying.

There's a lot more to the story of this unusual market. We'd be glad to explain. Contact our nearest office.

... A Youthful Market With a Great Future

POST EXCHANGE

ARMY • NAVY • MARINES • MERCHANT MARINE

Main Office—292 Madison Ave., New York 17, N. Y.

HARLEY L. WARD, Inc. 300 N. Michigan Ave. CHICAGO 1, ILLINOIS	WALTER W. MEERS 101 Marietta ATLANTA 3, GA.	SIMPSON REILLY, Ltd. Garfield Building LOS ANGELES 14, CAL.	SIMPSON-REILLY, Ltd. Russ Building SAN FRANCISCO 4, CAL.	FRED WRIGHT CO. 915 Olive Street ST. LOUIS 1, MO.	DUNCAN MACPHERSON 700 So. Washington St. PHILADELPHIA 6, PA.
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particular care to drive home, immediately after the brief introduction, the main selling angles of Milkmaid preparations. She presents these as follows:

1. Milkmaid uses pasteurized fresh dairy milk or cream in most of its preparations.

2. Milkmaid offers the customer a choice of two cleansing methods. With Milkmaid she may wash her face to sparkling cleanliness or cream her complexion to fresh loveliness.

3. Milkmaid has deliberately kept its line simple and uncomplicated, and your customer will welcome this information. Women today want a few, easy-to-use, functional cosmetics, instead of the intricate beauty rituals once popular.

Next is emphasized the dual purpose of Milkmaid preparations: (1) To keep the skin completely clean and lovely at all times; (2) to help "normalize" the skin. This is immediately followed by a guide on how to recognize the four complexion types. Another section of the book is devoted to an explanation of each product and its particular purpose.

Other sections dwell on the Milkmaid Way to Beauty, How to Apply Milkmaid Preparations and the importance of suggestion selling.

The sales training classes are conducted by Milkmaid's special representatives who have been trained for the job by Miss Mulhern personally. Upon the conclusion of a two-day training session the special representative sends in a detailed report to the New York City headquarters. Not only does she work closely with Milkmaid salesmen but she also makes it a practice to contact the beauty editors of the local newspapers.

Milkmaid's special representatives are carefully hand-picked and to qualify for such a position Miss Mulhern insists that they have "behind the counter" experience.

Miss Mulhern is not adverse to going out and conducting classes herself. In fact, she finds such field work stimulating and an excellent means of obtaining ideas for fresh sales approaches. In conducting classes (and she urges her special representatives to do the same) she strives to instill in the attendees the proper attitude toward a sales position. She points out the important nature of the work, the opportunity to be of actual service to people, the opportunities which a selling career can open up. One of her main objectives is to get those she is instructing to take a genuine pride in their work.

A Packaged Program

One of her pet theories is that it would pay retail stores to build up among their selling staffs certain deserving "sales personalities." This can be easily done, she points out, by at times including in the stores' advertisements photographs (with appropriate little captions) of those who are doing an outstanding job in serving the stores' customers. Because of people being interested in people most of all, she believes such a policy would do much to enhance a store's overall atmosphere, add a warm personal touch to a store's advertisements. It also would go a long way, she thinks, toward instilling pride in the salespeople toward their work and toward the establishment which employs them.

In all, the training program makes certain that when Milkmaid's advertising and sales promotion attract a customer to the counter she will find a highly trained person who can recognize, understand and serve her particular needs. With this situation at the retail counter it is easy to understand why the sales promotional activities have been so highly successful—especially the Milkmaid Beauty Clinic.

The Milkmaid Beauty Clinic is actually a packaged program for the retail store. In sending out the presentation card has been taken to include the display managers as well as the cosmetic buyers and merchandising executives. The large white envelope labeled "Here Is Your 1946 Program for the Milkmaid Clinic" includes a schedule for the one-week, store-wide promotion, copies of the advertisements for which mats are available, miniatures of point-of-sale material and scripts for broadcasting over the local radio station. There are also

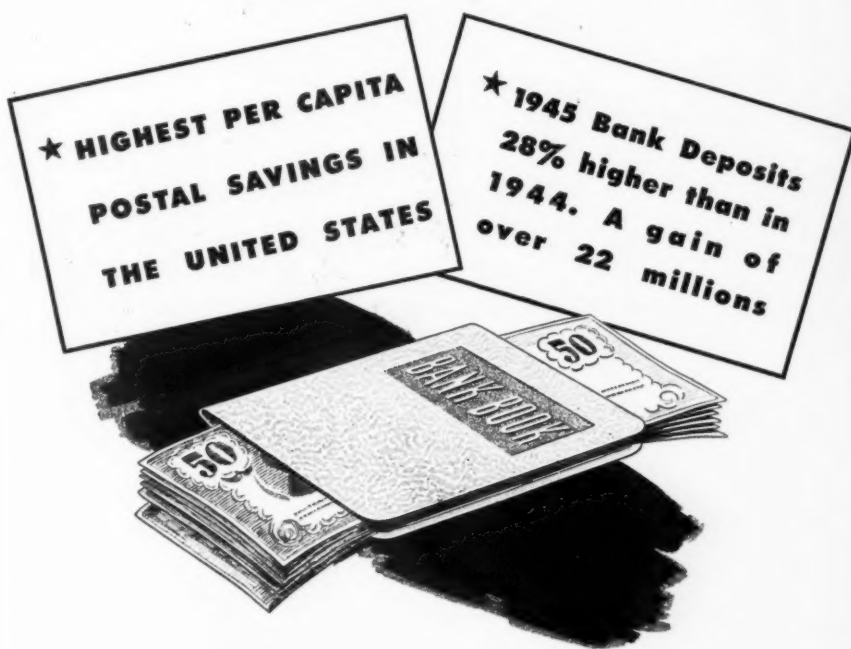
small reproductions of cards for the restaurant, elevators, etc. Reproductions of suggested window and counter displays are also included.

The card announcing the clinic is colorful and pleasingly illustrated and reads "Right Here—Right Now—Milkmaid Beauty Clinic—featuring Miss _____ . . . Skin Analyst, Miss _____ . . . Make-up Consultant, Miss _____ . . . Teen-Age Adviser." The fact that personalities are featured reflects Milkmaid's consideration of the human factor in selling. This consideration is further em-

phasized when the company suggests to the store that the demonstrator's photographs be featured in some of the newspaper advertisements.

Inasmuch as the company is a firm believer in the value of related selling and because the Milkmaid Beauty Clinic is presented for store-wide promotion, it requests that as many as possible of the salespersons of other departments be permitted to visit the clinic. Most stores welcome the suggestion and frequently there is enthusiastic cooperation from the personnel office.

Buying Power IN THE ROCKFORD MARKET



111,000

METROPOLITAN
POPULATION

• 377,854

A.B.C. CITY AND
RETAIL TRADING ZONE

AT THE TOP IN ILLINOIS

ROCKFORD

Best Test City in the Mid-West

ROCKFORD MORNING STAR
ROCKFORD REGISTER-REPUBLIC



SPEED YOUR PERSONNEL TRAINING PROGRAM with an *RCA Sound Film Projector*

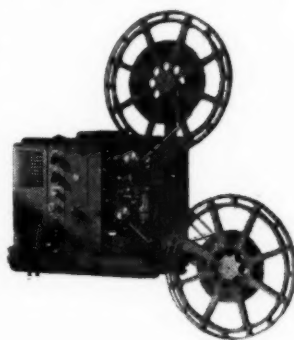
WHETHER you're building a new sales force—selling a new product to your prewar team—or breaking-in production personnel—you can do it a lot better, and a lot faster, with an RCA Sound Film Projector.

Sound films make it easy to show new product features, put across sales techniques, demonstrate fabrication and assembly procedures. Actual figures show that personnel trained with the help of sound film learn as much as 40% faster, retain as much as 38% more, than groups taught by ordinary methods.

You'll get the most out of this modern training

technique with an RCA Sound Film Projector. For "on-the-spot" realism you can't beat its brilliant, life-like illumination and true sound reproduction. It's easy to operate—simple to maintain.

Get the facts today. For descriptive booklet write Dept. 72-B, RCA 16mm Projectors, Radio Corporation of America, Camden, New Jersey.



RCA 16mm PROJECTORS

RADIO CORPORATION of AMERICA

ENGINEERING PRODUCTS DIVISION, CAMDEN, N. J.

The advertising and promotion of the clinic is supplemented by a well rounded program for publicity. For instance, Milkmaid supplies releases to beauty editors of local papers and radio commentators covering the week's activity during the clinic. The first publicity release is sent out nine days in advance, the second follows three days preceding the clinic and a "reminder" on the opening day.

The company also supplies one fifteen-minute broadcast script for publicity use. The salesman in whose territory the clinic is being presented generally makes arrangements considerably in advance to have the Milkmaid special representative broadcast over the local station.

The Milkmaid Beauty Clinic promotion and the correlative sales training plan are also scheduled for operation in the Pacific Coast territory in the near future.

Promotion

Something New

"Radio Sketchbook of Personal Aviation," a brochure just released by the Radio Division of Bendix Aviation Corp., presents a new angle in advertising—a corporation boosting a competitor. Its theme is the men who are making a personal aircraft and it features portrait drawings and sketches of the airplanes they are building. With each drawing is an accompanying thumbnail biography of the man behind the plane. For a copy of the brochure write J. Hugh Taylor, Bendix Radio, Baltimore 4, Md.

Northwest Homes

The *Minneapolis Star-Journal and Tribune* have combined their first six "Homes for the Northwest" booklets into a one-booklet reprint. The *Minneapolis Sunday Tribune* has been running plans, sketches and descriptions of a "Home of the Month," each month since July. The reprint booklet, prepared because of the number of requests, sells for 50 cents. Write the newspaper for a copy.

The Times Reports

The New York Times is distributing "A 1945 report to you . . ." This is a summing-up of the activities of that newspaper for the past year. It's divided into sections: newsprint (how rationing affected the paper), news, the Sunday departments, circulation, advertising, other activities. It's a good summary of a year in the life of a city newspaper. Write Arthur Hays Sulzberger, publisher of the newspaper, for a copy.

FEBRUARY 15, 1946

**News, Advertising, Readership Devoted
to Building a Better Civilization**



BUY SPACE THAT SELLS MORE MERCHANDISE

Many advertisers have stated that, dollar for dollar invested, no medium produces more satisfactory returns than THE CHRISTIAN SCIENCE MONITOR. Why is the MONITOR so effective? Because this, their favorite newspaper, is eagerly and thoroughly read by youth, as well as men and women, of far better than average buying power. Furthermore, they have complete confidence in all goods and services advertised in the MONITOR.

The MONITOR MARKET can be reached with full effectiveness in only one way: through the pages of the MONITOR. For this reason, it is not surprising that this international daily newspaper is used as a primary medium by many of the country's most successful advertisers.

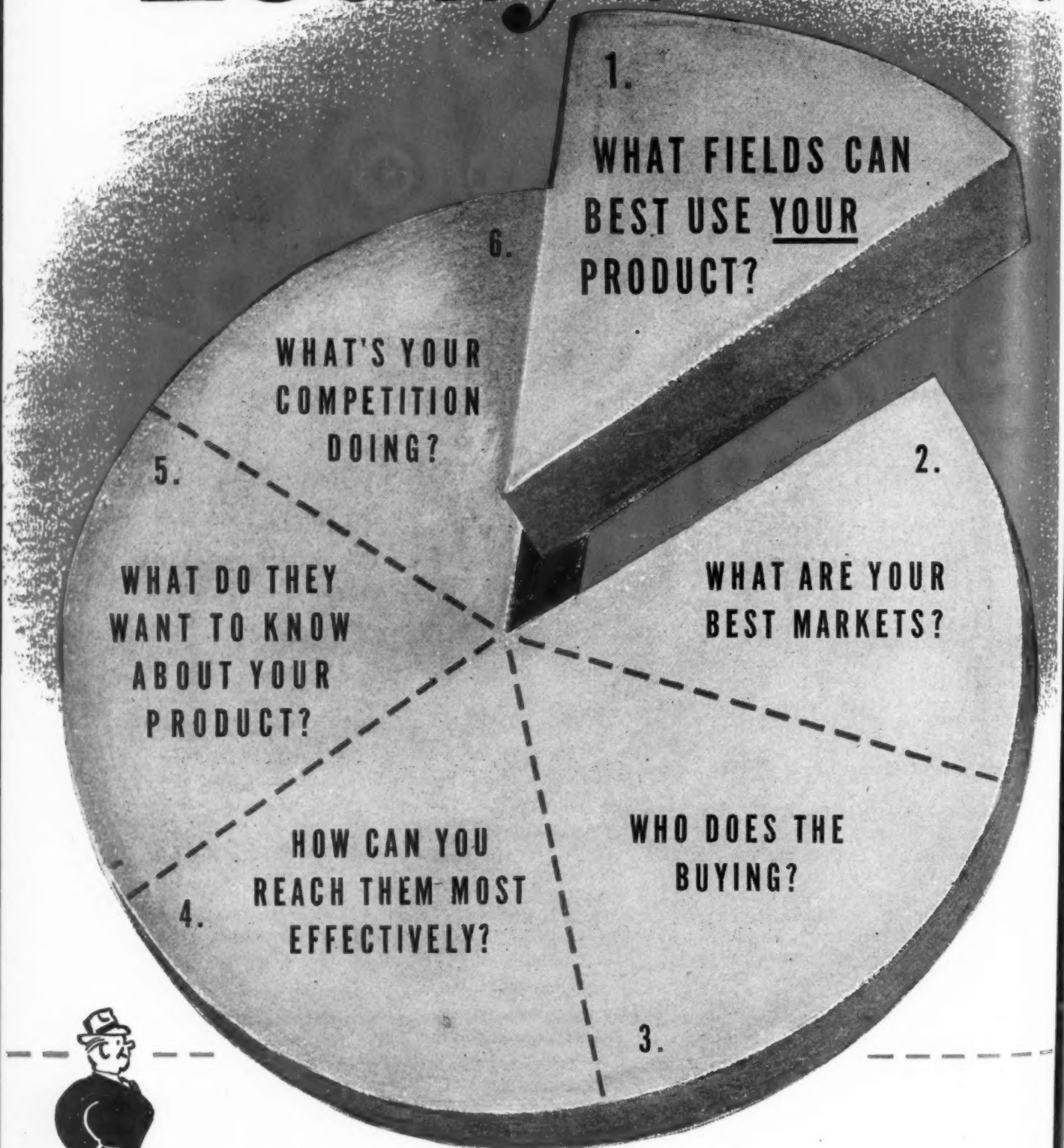
Ask our nearest office for full information about the MONITOR MARKET. — THE CHRISTIAN SCIENCE MONITOR, One, Norway Street, Boston 15, Mass.

Branch Offices.
New York, Chicago,
Detroit, Miami,
Kansas City, San Francisco,
Los Angeles, Seattle,
Paris, London, Geneva, Sydney

**The CHRISTIAN
SCIENCE
MONITOR**

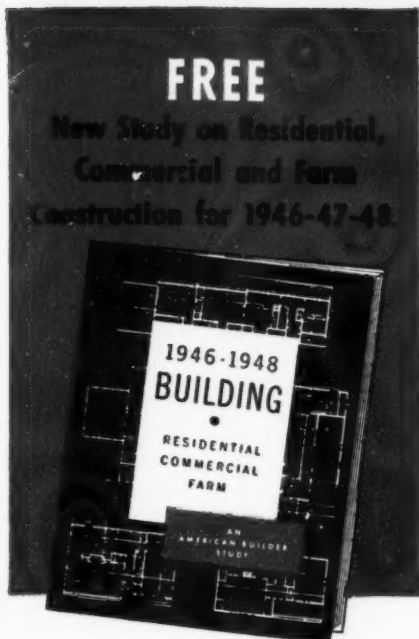
An International Daily Newspaper

Today's ADVERTISING



Ask Your McGraw-Hill Man

Every McGraw-Hill man has access to all the extra services provided by "Headquarters for Industrial Information" to help you sell your product.



FREE
New Study on Residential,
Commercial and Farm
Construction for 1946-47-48.

This 34 page booklet helpful to manufacturers in planning for distribution and sales to the Light Construction Industry. This new study describes the industry as it normally exists and points out what factors will change normal practices—and to what extent. It is helpful to manufacturers of building equipment and materials in estimating sales potentials for the next three years and in deciding where to concentrate their selling and promotional activity most effectively.

What the study covers:

1. Background of building progress since 1919.
2. Forecast of market potential for 1946-'48.
3. An outline of the housing needs for the next 15 years.
4. Standard practices for construction of homes, commercial building and farm structures.
5. A description of the factors responsible for the 6 types of light construction—what each does and to what extent each is responsible for creating—designing—planning—specifying—buying—constructing.
6. Flow charts of the major channels of distribution for five classifications of materials, products and equipment used in light construction.
7. An outline of the relative importance of retail lumber and building material dealers. Gives the number and location of dealers, and describes the building products and materials they sell.

• American Builder, Research Department 8-E •
• 105 West Adams Street, Chicago 3, Illinois •
• Please send me, without obligation, my free copy •
• of the American Builder Market Study "1946-1948 •
• BUILDING—Residential—Commercial—Farm" •
• NAME _____ •
• COMPANY _____ •
• POSITION _____ •
• STREET _____ •
• CITY, STATE _____ •

Management and Salesmen Are Happy with This Pay Plan

It gives the men a square break on incentive and security and provides Scranton Lace Co. with a flexible control of sales costs. The sliding scale plan sounds complicated but it is readily understood. For 12 years it has smoothed out the ups and downs in sales pay.

SCRANTON LACE CO. feels it has pretty well licked the problem of salesmen's compensation. Twelve years of operation have shown that the unusual, sliding-scale Scranton plan, combining the virtues of various standard pay systems—straight salary, straight commission, combinations of both with bonuses—is doing its job.

The men like it because it guarantees a minimum income, promoting a sense of security during fluctuations of business; pays them well for good performance; gives them a square break. Besides, they can readily understand it.

Produces Flexibility in Cost

The company likes it because it produces flexibility of cost in relation to volume, provides substantial incentive, permits full control of salesmen's time and effort, builds good morale among salesmen, and is simple and inexpensive to operate.

When the Scranton sales compensation plan was first introduced, most salesmen of the company were on straight salary with a hodge-podge of bonuses—in an industry running main-

ly on straight commissions. The hit-and-miss procedure did not fairly reflect salesmen's efforts and results. Instead, however, of changing to straight commission in a field of seasonal business ups and downs, the company worked out its own plan.

A yearly sales quota is fixed for each man—\$100,000 for instance. At 4% this would produce a salary of \$4,000. That figure, however, is not actual pay; it is a base from which to calculate each man's sliding scale. Actual pay ranges from a figure equal to 85% of quota up to another figure equal to 115% of quota. Thus, such a man would earn a guaranteed minimum of \$3,400 a year, come good times or bad. He could receive a ceiling wage of \$4,600.

To give him a good break, the plan allows the salesman to start increasing his \$3,400 rate of pay as soon as his sales rise above 70% of quota. For each 2% of quota above that he gets 1% of salary increase. His pay continues to rise, one-for-two, until he reaches 130% of quota when he attains his top salary of \$4,600 per year. If he exceeds 130% it is his opportunity to repay the company for the times he falls below 70%. In an industry of wide seasonal fluctuations, this scheme satisfies both company and man.

Twelve years' experience shows that there is no loss of incentive for men who exceed 130% of their quotas. The guaranteed minimum for those who occasionally drop below 70% reduces any such tendencies. Actually the feeling among Scranton men is that they must sell over 130% in one quarter to justify dropping down low in some other quarter. It evens itself out and morale is good.

Even the quota setting problem has fewer birth pains than usual, under the Scranton plan. A salesman doesn't gripe much when his quota is raised, because his minimum guaranteed annual salary goes up with it.

In order that salesmen may be paid without undue delay for their varying performances, the sliding scale increments are calculated quarterly. There is no carry-forward or carry-back provision between quarters. Each quarter is complete itself.

"Down East" Recipes Sell Maine's Seafood

Aimed at increasing sales of Maine caught and processed seafood, the Maine Development Commission has issued a 4-color, 64-page manual of the "State of Maine's Best Seafood Recipes" which continues the campaign to gain wider national acceptance of the "State of Maine" Brand.

"When you see this state trademark, or the name of a Maine canner, packer or processor on a seafood label or package," the manual urges, "take it in preference to any other."

The 115 recipes selected as the most representative of "Down East" seafood cookery were culled from thousands submitted by the cooks of Maine. The recipes have been tested and checked to see that all the ingredients could be found in an average seafood market.

Survey Shows Bright Future for Commercial Fluorescent Lighting

WHAT'S ahead for fluorescent lighting in the commercial field? A potential market of 4,263,000 commercial establishments—a vast market which has been virtually ignored and one that is ripe for development and sales exploitation.

According to a commercial lighting survey recently completed by Sylvania Electric Products Inc., New York City, not more than 10% or 12% in the entire commercial field has been converted to fluorescent lighting. The survey also revealed the surprising fact that 85% of those who have already installed this newer type of lighting initiated the purchases themselves.

The need for salesmanship in this commercial field is further emphasized in the following findings:

1. All but 5% of the non-users are of the opinion that fluorescent lighting has advantages over incandescent light.

2. Three out of 10 non-users don't even know enough about fluorescent lighting to decide whether to install it or not.

Conducted in cities of 2,000 and over, from coast to coast, the survey is the first in a continuing series of studies on commercial establishments. It was designed to help Sylvania Electric determine the market for fluorescent lamps and fixtures and to find the most popular channels of distribution.

Commercial establishments covered in the study included retailers, wholesalers, service organizations, hotels, banks, apartments and public buildings, and professional offices. Hospitals, schools, churches and amusement places were also included.

An indication of the ripeness of this particular market is the fact that owners of 22% of the establishments surveyed expected to install fluorescent lamps and fixtures. A third said they will continue to use incandescent bulbs, and 46% were undecided about changing to fluorescent.

However, Sylvania points out that from the jobber's viewpoint the big problem in getting to this market is profit engineering. Although the lamp and fixture sales potentials and the power potential for utility companies is great, the market is spread all over the country. Moreover, it is probable that approximately 75% of the volume of business would go to accounts that would buy less than \$25 worth of lamps a year. Despite these drawbacks, the company predicts that some distributing organizations are going to find a way to make this commercial lighting market profitable.

Best Customer: Drug Store

Sylvania's market study showed that drug stores utilize fluorescent lighting more than any other type of retail establishment. Five percent of the country's 58,000 drug stores have fluorescent exclusively, while 64% use a combination of both incandescent and fluorescent lighting. On the other hand, only 1% of the 560,000 food stores are lighted exclusively by fluorescent lamps and only about 170,000 use a combination of lighting sources.

Of the non-retail establishments covered by the survey, banks and hospitals have the largest percentage of conversion to fluorescent lighting, and almost half of the country's theaters have some of this newer type of lighting. Two out of every hundred theaters are lighted by fluorescent exclusively.

Why did the present users of fluorescent lighting have it installed? Nearly half reported they did so because they expected better light. Thirty-eight per cent made their purchases because they felt fluorescent lamps would be more economical, and the remainder believed they would be more up-to-date and attractive, easier on the eyes, give better spread of light, and so on.

The fact that only 5% of these owners of commercial establishments installed fluorescent lighting for the most obvious reason—to help sell merchandise—indicates an urgent need for real salesmanship on the part of lighting salesmen.

Mail Response
Soars
When
"HAPPY HANK"
Switches to
WTAG
1 TO 26
(previous station) (WTAG)

The youngsters in Worcester and Central New England rise early, almost as a unit, to enjoy Happy Hank on the Coco-Wheats program at 7:30 a. m. This feature came to WTAG a year ago from another local station. In the first two weeks on WTAG, Happy Hank received as many letters (with evidence of purchase), as the previous station totalled for an entire year. And now, a year later, this spirited feature shows no sign of

diminishing returns. To the sponsor's delight, about 150 letters a day keep pouring in from a multitude of enthusiastic listeners. Here again is mounting evidence of the tremendous pulling power of WTAG's ever-ready and ready-made audience in New England's third largest market. No wonder a large majority of advertisers, both local and national, insist on WTAG to cover this prosperous Central New England market.

PAUL H. RAYMER CO. National Sales Representatives

WTAG **WTAG-7** **WORCESTER**
OWNED AND OPERATED BY THE WORCESTER TELEGRAM-GAZETTE



WHAT A
ROOMY REFRIGERATOR
GEORGE!



ROOMY, ALL RIGHT—
BUT IS IT
DEPENDABLE?



It's a Split Decision!

Millions of couples all over the nation,
Are planning to renew their refrigeration.

Selling the housewife, alone, is mistaken,
Sure, she's the cook, but who brings home the bacon?

If you're selling gadgets for keeping food colder,
You'd better not give *either* sex the cold shoulder.

Warm up to *both* sexes, turn on the heat!
How is it done? It's a cinch (have a seat):

The American Magazine double-exposes
Your ads to both sexes, it's under both noses.

Double exposure, a singular force,
A shot in the arm for your



(sales curve, of course).



EVERYTHING'S COMPLETE
IN EACH ISSUE!

THE CROWELL-COLLIER PUBLISHING COMPANY, 250 PARK AVENUE, NEW YORK 17, N. Y.
PUBLISHERS OF THE AMERICAN MAGAZINE, COLLIER'S, AND WOMAN'S HOME COMPANION

FEBRUARY 15, 1946

[97]



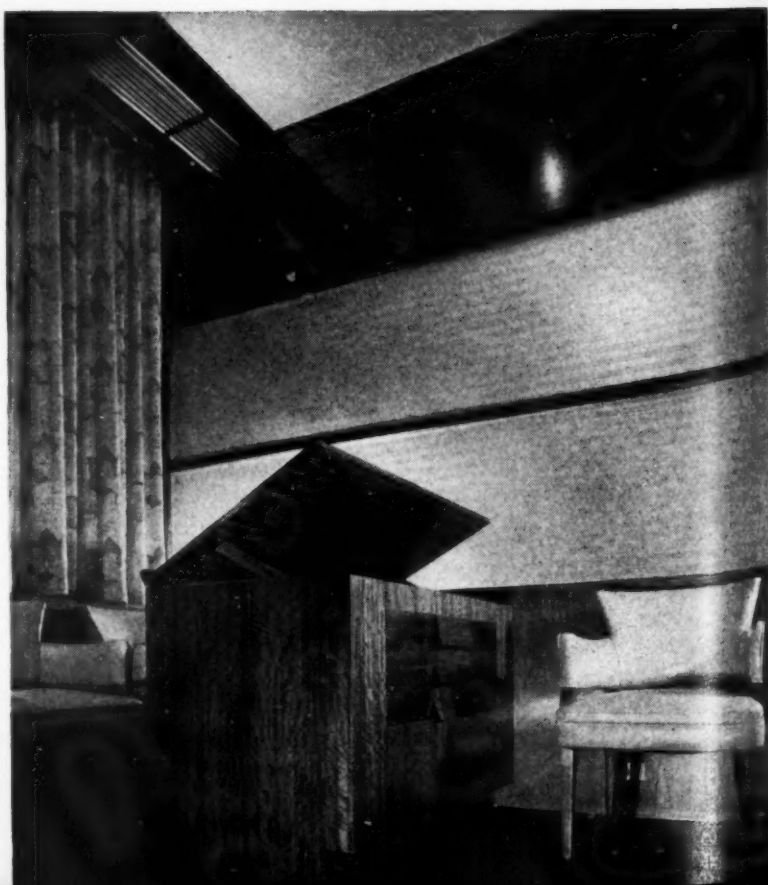
ENTRANCE: The reception room is dominated by a huge mural of grazing sheep, selected as a fitting background for promotion of wool fabrics. The linoleum floor is blue, with the double-M trade-mark (also the Gruens' design) inlaid in front of the door.

GLASS & WOOD: At one side of the reception room is a window opening into the general office. Wood paneling is walnut; glass partitions are Owens-Illinois' Louvrex. Moniteau's problem was that of getting full office and showroom facilities in a limited area.



TILT-TOP TABLE: (Right) This show-table was custom-designed by the Gruens. The three drawers hold swatches of Moniteau fabrics. Customer sits in comfort, salesman stands. Note provision for salesman's foot-room. The fluorescent lighting approximates daylight.

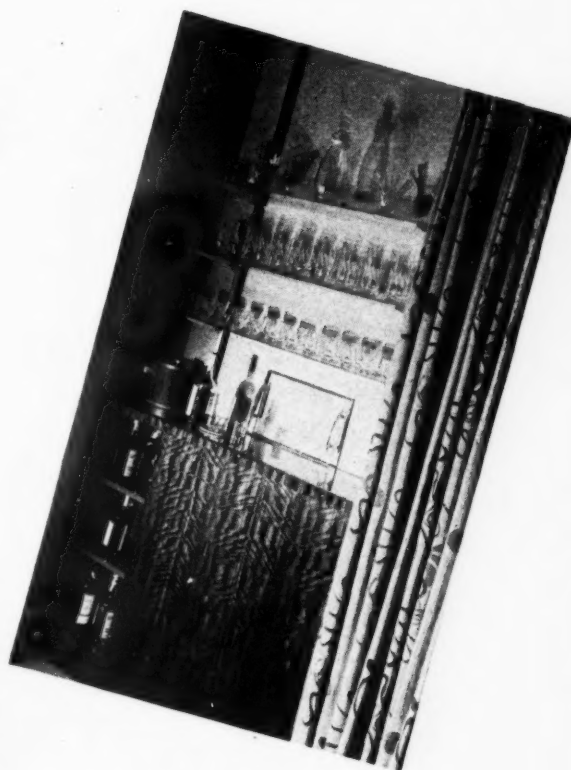
SALESMAN'S OFFICE: (Above) Adjoining the show-room is a salesman's office, with another show-table on wheels which can be moved near windows. Proper light is one of the essential elements in selling fabrics.



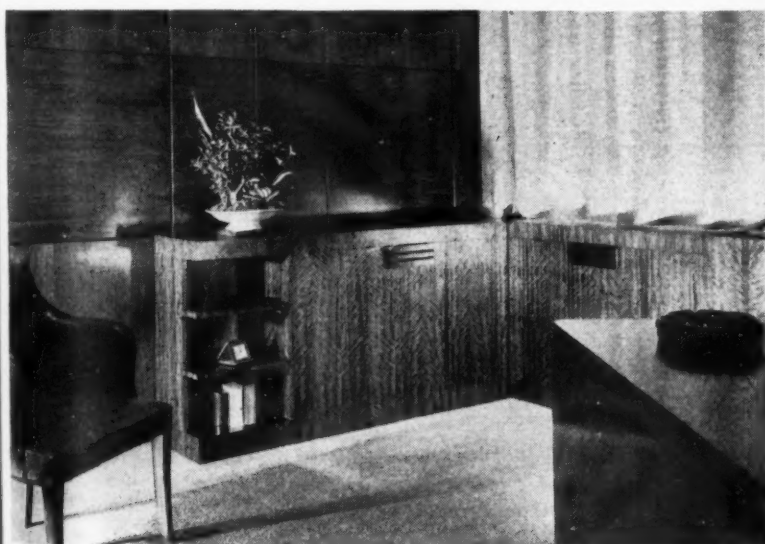
Moniteau Mills Transforms a Loft Into a Functional, Modern Showroom

The drab, cold space they had to work with would have made even a homeless cat shudder. But, with the help of modern materials and the skill and imagination of a pair of designers, Moniteau Mills has turned its loft space at 257 Fourth Avenue, New York City, into a showroom of convenience and distinction, calculated to arouse the buying urge in even the most reticent buyer. The designers were Robert and Miriam Gruen, who have been doing work in furniture, lighting, packaging, display, and product design since 1940. The Moniteau setup is thoroughly modern, with every facility for the viewing of samples under pleasant conditions, and an agreeable arrangement for social niceties.

*Photographs by F. M. Demarest
Courtesy Robert Gruen Associates.*



PAUSE THAT REFRESHES: Draperies in conference room, pulled back, reveal a complete ready-for-business bar. Glassware carries the firm's familiar trade-mark—the double M.



PRESIDENT'S OFFICE: (Above) The bar and storage cabinets in the president's office look built-in, but are fully finished and movable. Dropped ceiling obviates need for valances for draperies. Bar has a lift-up serving lid and inside shelves and a storage rack for glasses.

MASCULINE TASTE: Another view of the president's office, showing couch and table unit, pleasantly balanced by group of four pictures.





*For Bigger
Post-War Sales*

THE Columbus **DISPATCH**

**NEW FOUR-COLOR
SUNDAY MAGAZINE SECTION**

Edited for Columbus and Ohio, about Columbus and Ohio people, places and events.

Heavy emphasis on four-color photography.

24-Page minimum. 1,000-lines per page. Size: 15 x 10³/₄". Five columns by 200 lines.

Full color, duotone and spot color rotogravure in pages and half pages.

Circulation exceeding 160,000 . . . Space rates on request.

Send for sample copies.

THE Columbus **DISPATCH**

Covers The

HI-SPOT IN OHIO

Represented Nationally by O'MARA & ORMSBEE, Inc.
New York, Chicago, Detroit, Los Angeles, San Francisco

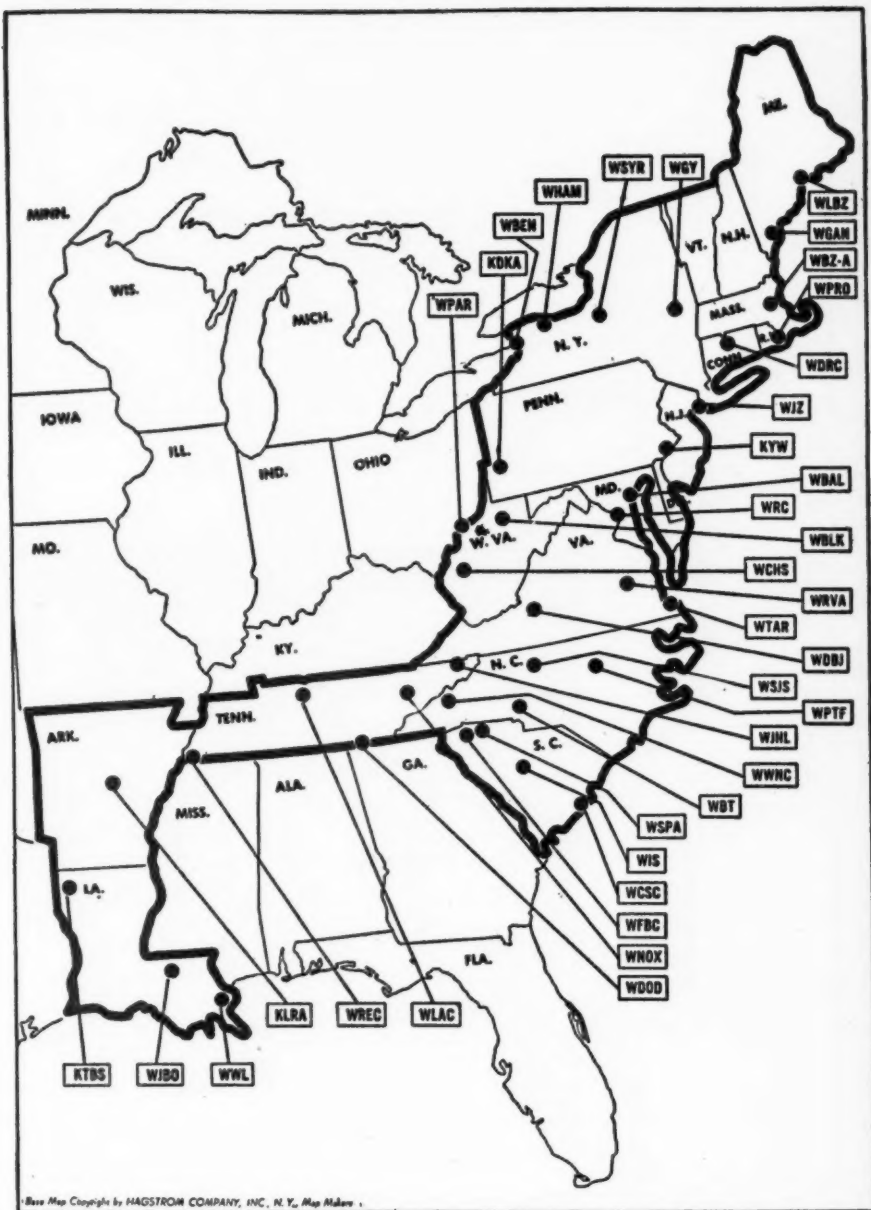
Esso Plugs Local Pride In Radio Spots

Booklets show dealers the selling job "Your Esso Reporter" has been doing over 38 radio stations.

MANY an employee feels apologetic about the radio-show his company sponsors because it isn't another Fibber McGee and Molly or Charlie McCarthy. Standard Oil Company of New Jersey, which has thousands of employees and dealers, wants them to feel proud of its news program, "Your Esso Reporter," and so has just brought out a booklet called "A High Octane Salesman (Your Esso Reporter)."

Written in simple readable language, it makes out an excellent case for the company's radio advertising, from its wide coverage (a map shows the 38 stations, all but four with maximum power for the cities involved) to the widespread consistent pull of news programs.

Though not intended as an argument in favor of spot radio *per se*, the booklet stresses some points which ought to make advocates of spot feel good. There's a reminder of the cumulative effect of such programs: "We use more time on the air, and are on the air more times than any other single program." There's an appeal to local pride: "The show doesn't come from New York City or Hollywood, but is put on by local talent in each broadcast city. . . . We don't gum up the works by having a damnyankee talk to South Carolinians, nor a Tennessee hillbilly dish out the news to a metropolitan audience in New York City." There's even a reference to the advantage of varying the news in accordance with local conditions: "Carolina tobacco market news isn't news in Rhode Island."



A HIGH OCTANE SALESMAN . . . sells Esso products over each of the above 38 stations. Regional commercials prevent antagonism among diverse listening groups—rule out the possibility of a damnyankee inciting another Civil War and vice versa.

An interesting feature of the booklet is a running analogy tying in with its title, "A High Octane Salesman." A bit of selling copy appears at the foot of each page. For example, on the page discussing the wide coverage of "Your Esso Reporter," there's the line, "HIGH OCTANE . . . *plus* Mileage!" On a page discussing the value of not having the reporter's mannerisms or personal ideas interfere with his function as a purveyor of news, there's a line about the "Controlled Volatility" of High Octane.

The drawings are in the spirit of the text. To illustrate the policy of catering to local preferences, there's a picture of a Kentucky colonel happily imbibing a mint julep while he listens to "Youah Ezzo Repohtah." Another amusing illustration shows an irate

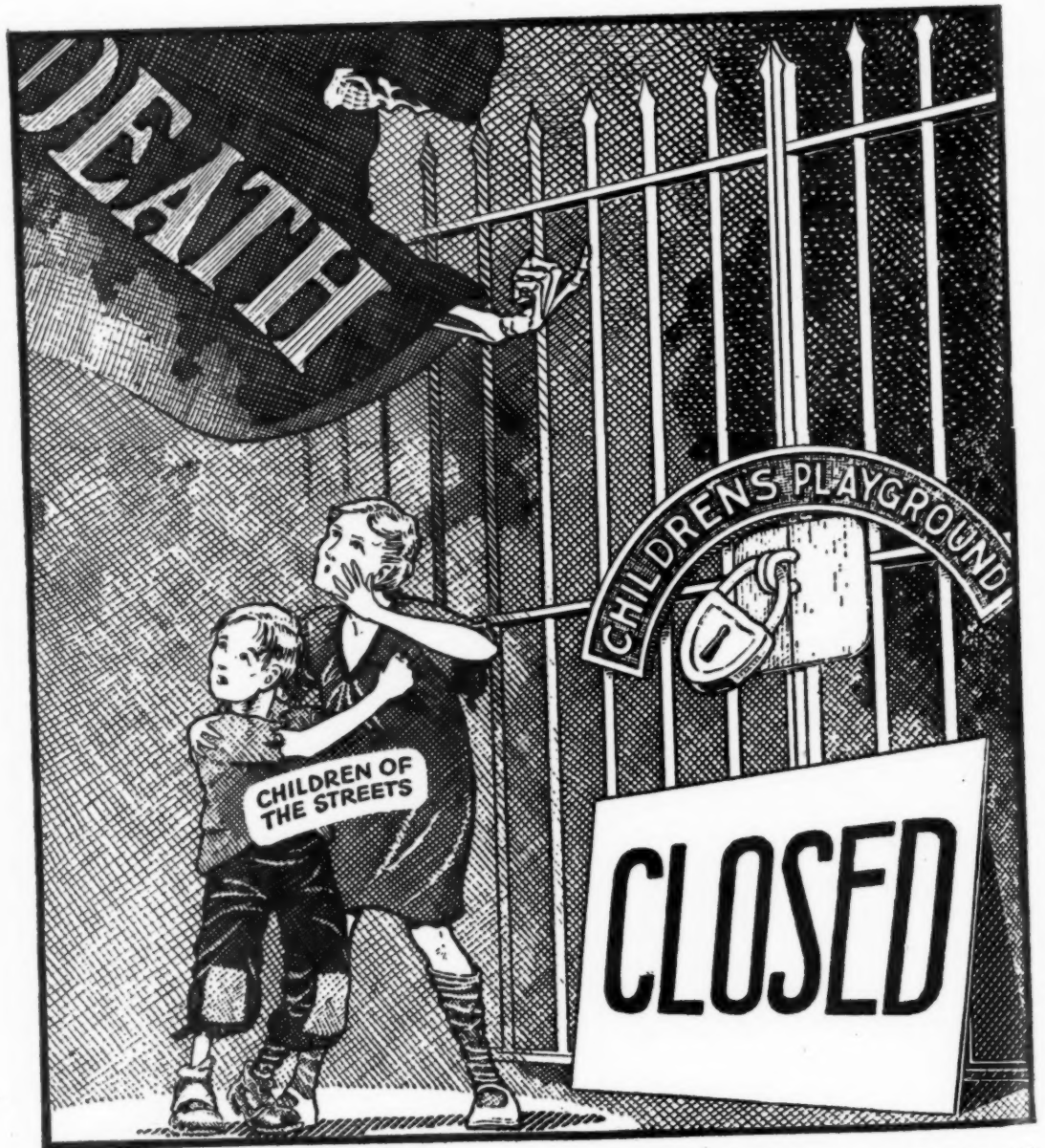
citizen dashing madly from his armchair to tune out the corny comedian pulling the old one, "There's no one here 'ceptin' us chickens, Boss."

The pay-off drawing shows a dreamy-eyed dealer who "fenced out" the Esso Reporter, by failing: "to listen yourself . . . to tell your customers to listen . . . to tie in with commercials."

Speaking of tying in with commercials, Esso headquarters is pretty good at it, too. It is the company's policy to reproduce certain commercials, especially non-selling ones, on special letterheads with red and blue typography and a list of the stations on which "The Esso Reporter" program is heard. Distributed to interested parties, these make attractive one-page promotional pieces.

The Hearst Newspapers

the crusade for true



NEW YORK AMERICAN, AUGUST 5, 1926

SALES MANAGEMENT

Revere's Letters Build Sales And Good-Will Abroad for U. S.

By injecting friendliness, warmth and grace into its correspondence, Revere Copper & Brass does its part to dispel the notion that the U. S. is a cold, hard-hearted seller. That handwritten "P. S." does it.

BY DONALD F. HAGGERTY

*Assistant Advertising Manager
Revere Copper and Brass Inc.
New York City*

AMERICA'S businessmen can help create good-will for our country and greater markets for our export commodities by injecting friendliness, warmth, and grace into their foreign correspondence.

The war is over, but the strains and stresses that followed World War I still remain. There is now a greater need for international friendship, common decency, and understanding than at almost any other time in history. And though it seems small, there is a way in which the businessmen of America, in their foreign contacts, can consistently help to create good-will abroad for our Nation and for the American people.

Letters Speak for Country

It is human nature to judge people because of little incidents or mannerisms—especially if you meet them seldom. The same is true of nations. In the long run, if you stop to analyze it, every country is judged largely by its people—their actions, the way they think, the way they express themselves.

One little thing—the everyday letter—is considered by many companies to be a nuisance which must be endured. Yet a letter, if properly handled, can become one of the most potent forces for the creation of good-will in business. Good letter writing is an art—one which reaches its zenith when the correspondent not only knows his company, its personnel and products, but who genuinely likes people, is sympathetic, understanding, and bends over backwards to take the other fellow's point of view.

Too many companies are content to set up correspondence departments where letters are ground out by people who are ill-equipped for the job. This is especially true in regard to consumer or public correspondence. Now and in the future, it is not only good public relations, but a practical neces-

sity, that we help the people who need us just as we help those we need.

For some reason, many correspondents who are otherwise well suited for their work suddenly become stilted and formal when writing letters to people in other countries. They just don't seem to write in the same vein as they do to fellow Americans. It's really a pity too, for if you stop to think about it, it is just as easy to be friendly, warm and courteous in a letter as when talking with someone per-

sonally—it's just a matter of getting in the habit.

We have received many thousands of letters from all parts of the world—inquiries on our products from foreign concerns, requests for technical and consumer literature, and for various kinds of information from all types of people in scores of widely-scattered countries.

First of all, we answer these letters promptly—which is one of the major requirements of good correspondence. We make our replies as warm and friendly and as informal as possible. Taking a leaf from our domestic correspondence, we generally start off with the informal salutation of: "Thank you, Mr. Doe—for your kind letter, et cetera," rather than: "Dear Mr. Doe: Your letter of the 16th has been received, et cetera." This little touch gets the reader's attention immediately and puts him or her in a receptive and friendly mood.



"This is the fact-finding board in connection with that little matter of my allowance!"



This advertisement is one of a series appearing in four colors in *Fortune*, *Nation's Business*, *United States News*, *Newsweek* and *Business Week*.

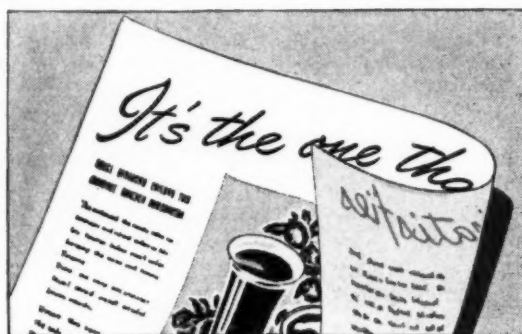
Test your word knowledge

of Paper and Printing



1. MONOTONE

- ☐ One-color printing
- ☐ Two-color printing
- ☐ Four-color process printing



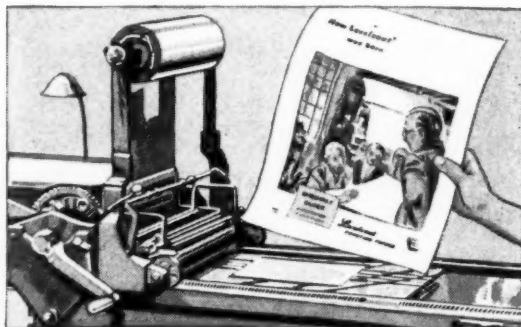
2. OPACITY

- ☐ Transparency of paper
- ☐ Degree of brightness
- ☐ Quality of preventing "show through"



3. RECEPTIVITY

- ☐ How paper takes and holds ink
- ☐ How paper absorbs moisture
- ☐ How paper receives coating



4. UNDERLAY

- ☐ First run of color
- ☐ Method of building up pressure on a form
- ☐ Felt blanket under press bed

ANSWERS

1 Monotone is the word to designate one-color printing. Whether you print in monotone or four-color letterpress, smooth, lustrous Levelcoat® Printing Papers give faithful, life-like reproduction.

2 Opacity is that quality in printing paper which prevents "show through"—keeps dark printed areas on or in contact with the back side of the sheet from being seen. Kimberly-Clark achieves high opacity in Levelcoat by using only carefully selected quality ingredients.

3 Receptivity or Ink Affinity is the term used to denote how printing paper takes and holds the ink. And you find this quality in a superlative degree in Levelcoat Printing Papers.

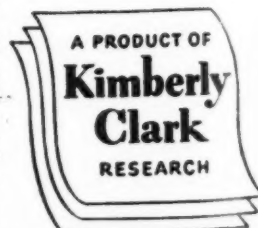
4 Underlay is a method of building up pressure on a printing form, especially under denser tones and solids, to assure perfect reproduction. But this painstaking process is unavailing without the best in paper uniformity, texture and printability—those qualities so outstandingly evident in Levelcoat.

Levelcoat*

PRINTING PAPERS

For monotone or multi-color printing in publications, mail order catalogs, house organs and direct mail, select one of these grades.—Trufect, Multifect, Fallsecoat or Hyfect. Kimberly-Clark Corporation, Neenah, Wisconsin.

*TRADE MARK



Levelcoat*

PRINTING PAPERS



Distributed by

ALABAMA Birmingham..... Sloan Paper Company	MONTANA Billings..... Carpenter Paper Company Great Falls.....
ARIZONA Phoenix..... Zellerbach Paper Company	NEBRASKA Lincoln..... Carpenter Paper Company Omaha.....
ARKANSAS Little Rock..... Arkansas Paper Company	NEVADA Reno..... Zellerbach Paper Company
CALIFORNIA Eureka..... Zellerbach Paper Company Fresno..... Los Angeles..... Oakland..... Redding..... Sacramento..... San Diego..... San Francisco..... San Jose..... Stockton.....	NEW JERSEY Newark..... J. E. Linde Paper Company
COLORADO Denver..... Carpenter Paper Company Pueblo.....	NEW MEXICO Albuquerque..... Carpenter Paper Company
CONNECTICUT Hartford..... The Rourke-Eno Paper Co., Inc. New Haven..... Bulkley, Duntun & Co.	NEW YORK Albany..... Hudson Valley Paper Company Brooklyn..... A. Price & Son, Inc. Buffalo..... Paper Service, Inc. Buffalo..... Union Paper & Twine Co., Inc. New York..... Baldwin Paper Company, Inc. New York..... Bulkley, Duntun & Co. New York..... The Canfield Paper Co. New York..... Forest Paper Company, Inc. New York..... J. E. Linde Paper Company New York..... A. Price & Son, Inc. New York..... Royal Paper Corporation Rochester..... Paper Service, Inc. Syracuse..... Paper Service, Inc. Troy..... Troy Paper Corporation
DISTRICT OF COLUMBIA Washington.... Barton, Duer & Koch Paper Co.	NORTH CAROLINA Charlotte..... Dillard Paper Company Greensboro.....
FLORIDA Jacksonville... Knight Brothers Paper Company Miami..... Orlando..... Tallahassee... Tampa.....	NORTH DAKOTA Fargo..... Western Newspaper Union
GEORGIA Atlanta..... Sloan Paper Company	OHIO Cincinnati..... The Chatfield Paper Corp. Cleveland..... The Petrequin Paper Company Columbus..... The Scioto Paper Company Toledo..... The Ohio & Michigan Paper Co.
IDAHO Boise..... Zellerbach Paper Company	OKLAHOMA Oklahoma City... Carpenter Paper Company Tulsa..... Tayloe Paper Company of Oklahoma
ILLINOIS Chicago..... Berkshire Papers, Inc. Chicago..... Chicago Paper Company Chicago..... The D and W Paper Co. Springfield... Capital City Paper Company	OREGON Eugene..... Zellerbach Paper Company Portland.....
INDIANA Indianapolis... Crescent Paper Company	PENNSYLVANIA Philadelphia... Paper Merchants, Inc. Philadelphia... D. L. Ward Company Pittsburgh.... The Chatfield & Woods Co. of Pa.
IOWA Des Moines..... Carpenter Paper Company Sioux City.....	RHODE ISLAND Providence..... Carter, Rice & Company Corp.
KANSAS Topeka..... Carpenter Paper Company Wichita..... Western Newspaper Union	SOUTH CAROLINA Greenville..... Dillard Paper Company
KENTUCKY Louisville..... The Chatfield Paper Corp.	TENNESSEE Chattanooga... Bond-Sanders Paper Co. Jackson..... Carroll Paper Company Knoxville..... Southern Paper Company Memphis..... Tayloe Paper Company Nashville..... Bond-Sanders Paper Co.
LOUISIANA Baton Rouge... Louisiana Paper Co., Ltd. New Orleans... The D and W Paper Co. Shreveport.... Louisiana Paper Co., Ltd.	TEXAS Austin..... Carpenter Paper Company Dallas..... Fort Worth..... Harlingen..... Houston..... L. S. Bosworth Co. Inc. Lubbock..... Carpenter Paper Company San Antonio...
MARYLAND Baltimore..... Baltimore Paper Company, Inc.	UTAH Salt Lake City... Zellerbach Paper Company
MASSACHUSETTS Boston..... Carter, Rice & Company Corp. Worcester.... Charles A. Esty Paper Company	VIRGINIA Richmond..... Cauthorne Paper Company
MICHIGAN Detroit..... Seaman-Patrick Paper Co. Grand Rapids... Carpenter Paper Company	WASHINGTON Seattle..... Zellerbach Paper Company Spokane..... Walla Walla... Yakima.....
MINNESOTA Duluth..... John Boshart Paper Company Minneapolis... Stilwell-Minneapolis Division St. Paul..... J. Stilwell Division Carpenter Paper Co.	WISCONSIN Milwaukee..... The Bouer Paper Company
MISSOURI Kansas City... Carpenter Paper Company St. Louis..... Beacon Paper Company St. Louis..... Shaughnessy-Kniep-Hawe Paper Co. St. Louis..... Tobey Fine Papers, Inc.	

EXPORT AGENTS: American Paper Exports Inc., New York, U. S. A.
Cable Address: APEXINC—New York

KIMBERLY-CLARK CORPORATION

Neenah, Wisconsin

122 E. 42nd St., New York 17 • 8 S. Michigan Ave., Chicago 3 • 155 Sansome St., San Francisco 4
*TRADE MARK

We try to keep the tone of our letters chatty and sympathetic throughout. In cases where we do not have available the types of literature or information requested, we always take the trouble to recommend other sources of information. We have also very successfully used various unorthodox closings such as, in wartime: "Here's to Victory!"—and now that the war is over: "Let's Win the Peace Too!"

Personalized P. S.

However, the little personal touch of a handwritten P. S. has created more comments and friendly reactions than anything else. In every letter that we send out of the country we affix a handwritten "P. S. Best Wishes to Canada or South Africa or New Zealand or Brazil—" Sometimes it is "Viva Cuba"—"Viva Mexico" or "Good Luck to Australia." At other times, for variety, we write "Best Wishes to Your Fine Country and to Your Brave People"—(such as to the Philippines or China.)

Naturally we do not carry this on through follow-up correspondence once we have established contact, or with our regular agents in ordinary business correspondence. It is used only on initial business contacts and with consumers. However, a handwritten P. S. at any time is not only an unusual and effective way to emphasize a point, but it always adds a note of friendliness. Yes, it takes time, and we send out hundreds of letters a week. Sometimes we may even wonder if all this extra effort is really worth the trouble.

Perhaps some examples of the heartwarming response to this foreign public relations will be impressive. The following are letters and excerpts from letters picked from hundreds we have on file, and we strongly believe that for every person who sat down and wrote letters on this order, there were scores of others who gave the United States of America (and also our company) a mental handshake or slap on the back after receiving a letter from us:

Toronto, Canada

Dear Mr. Haggerty:

Your very kind and splendid reply to my letter of recent date was just about what I expected.

Proving once again that whereas we Canadians have lost a dear friend in the late President, Franklin D. Roosevelt, there are still thousands of fine Americans like you whom we should meet and if possible do business with.

Your P. S. sending your best wishes to Canada did the trick.

Sincerely yours,
A. Y.

P. S. My home address should you ever come to Montreal is * * *

SELLEVISION



C-A-V-U ... that's weatherman-to-pilot parlance for "ceiling and visibility unlimited." And, guided by Sellevision—our tested station Betterment policy in operation so effectively the past four years—that's the long-range forecast for KSTP. There is no height to which a station can not rise when it has KSTP's determination and know-how to do a comprehensive, continuing job of programming, promotion and merchandising. We see an ever brighter future for KSTP and the advertisers it serves. So the next time you're selecting a station to sell the Twin Cities' Market, make it KSTP—the Sellevision Station—where it's always C-A-V-U ... ceiling and visibility unlimited!

50,000 WATTS — CLEAR CHANNEL
NORTHWEST'S LEADING RADIO STATION
EXCLUSIVE NBC AFFILIATE FOR THE TWIN CITIES

Represented Nationally by Edward Petry & Co.

KSTP

MINNEAPOLIS ... ST. PAUL

Havana, Cuba

Dear Mr. Haggerty:

Although it is not customary to answer a letter such as the one you sent me in reply to my request for your booklet, and I have put it off for several days, I could not help thanking you for the nice expressions contained in it.

You probably have forgotten your P. S. by now (It said "Viva Cuba!"), but I have regarded it as a proof of the goodwill and friendly sentiments prevailing in many of your countrymen.

With best wishes in the imminent victory.

A. C.

Voice from Scotland

Glasgow, Scotland

Dear Mr. Haggerty:

I wrote you yesterday thanking you for your letter and advising you that, unfortunately, the pamphlets you had sent off under separate cover appeared to have gone astray. This morning I am very pleased to say that they have been duly delivered and I am now letting you know in the hope that this letter will be delivered with the same post as my yesterday's letter.

Your good wishes are greatly appreciated and my own wish is that the alliance and good fellowship now being cemented between Great Britain and The United States of America shall bind our two countries in friendship for all future time.

Best wishes to you and the best of luck to U. S. A. from Auld Scotland.

Kind regards,
Yours truly,
J. D.

Acton-Vale, Canada

Dear Sir:

Your booklets have reached me only this Monday, on my return from vacation. I had time to get the general ideas exposed in them and I must say they are revealing.

Our Industrial committee has asked me to include their thanks with mine along with the value of a good cigar, which, I insist upon you to accept.

Best wishes to our American friends.

Sincerely yours,
A. D.

Calgary, Alberta, Canada

Dear Mr. Haggerty:

Many thanks for your good letter of April 24th.

We very much appreciate the good wishes expressed in the postscript of your letter and I can assure you they are heartily reciprocated. Your country and ours have never worked so closely together as they have done in the past five years, and we hope this happy situation continues to develop.

We received the news of Germany's capitulation with a great sense of national relief and will now be concentrating our efforts on our other common enemy in the Pacific. Let us hope they make short work of Japan, and that having done so, the Allied Nations can agree enthusiastically on some kind of world control which will ensure that there shall be no repetition of the human slaughter and grief which has been in evidence for the past six years. With kindest regards,

Sincerely yours,
R. O. G., Secretary

Darwin, N. T., Australia

Dear Donald:

I received the memo from your company dated March 14th regarding my appreciation for literature, et cetera, as offered which, as stated, is on its way.

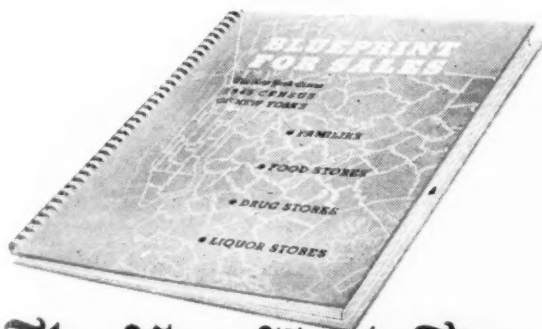
SALES MANAGEMENT

How things have changed!... IN THE NEW YORK CITY MARKET

Since the 1940 U.S. Census New York has gained 231,914 families ... lost 3,617 grocery and 481 drug stores ... showed a marked trend to upper-income neighborhoods.

Up-to-date facts on these and other changes will assist you in re-routing salesmen, reviewing price lines and setting up new quotas. They will give you today's picture of New York's sales potential as America's greatest and still-growing market.

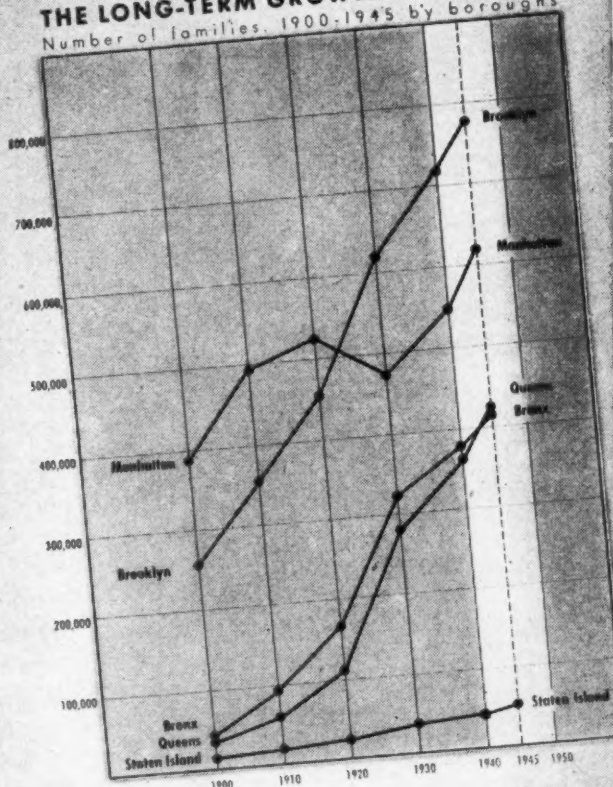
Such facts are reported in **"BLUE-PRINT FOR SALES"**—the new 1945 Census of New York City by The New York Times. Its 64 pages, 15 x 20 inches, are packed with important information. For details write or call The Times Advertising Department, Times Square, New York 18, N. Y.; LACKAWANNA 4-1000.



The New York Times
"ALL THE NEWS THAT'S FIT TO PRINT"

FEBRUARY 15, 1946

THE LONG-TERM GROWTH CONTINUES
Number of families, 1900-1945 by boroughs



1945 CENSUS OF FAMILIES By THE NEW YORK TIMES

1940 U. S. CENSUS				1945 CENSUS BY THE NEW YORK TIMES			
DWELLING UNITS		1945 CENSUS BY THE NEW YORK TIMES		DWELLING UNITS ADDED IN NEW BUILDINGS		1945 CENSUS BY THE NEW YORK TIMES	
1 OCCUPIED DWELLING UNITS	2 UNITS FOR RENT OR SALE	3 TOTAL OF UNITS	4	5 1 FAMILY UNITS IN NEW BUILDINGS	6 TOTAL NEW BUILDINGS	7 TOTAL DWELLING UNITS	8 TOTAL DWELLING UNITS
74,901	8,809	84,510		0	1,666	1,666	86,176
20,099	3,858	24,031		3,691	4,155	7,846	31,877
95,000	12,667	108,541		3,691	5,821	9,512	118,053
115,085	7,724	122,948		0	2,208	2,208	125,156
219,098	15,003	334,719		5,537	9,710	15,247	349,966
217,541	9,775	227,648		2,166	19,278	21,444	249,092
205,115	13,321	218,239		9,291	7,694	16,985	235,324
12,966	962	14,306		407	0	407	14,713
869,775	46,785	918,960		17,401	39,890	56,291	975,251
165,780	19,600	184,967		0	2,172	2,172	187,139
233,681	15,266	249,486		246	3,446	3,692	253,178
160,989	6,774	167,580		329	230	576	168,136
134,540	11,742	146,656		1,768	3,354	5,122	151,778
27,112	4,073	31,439		896	194	1,092	32,531
721,502	56,455	780,128		3,238	9,396	12,634	792,762
178,417	28,030	207,002		0	4,057	4,057	211,059
164,070	13,709	178,159		66	4,210	4,276	182,435
2,972	87	3,063		87	0	87	3,150
345,459	41,826	388,224		153	8,267	8,420	396,644
964,775	59,452	1,027,501		21,092	44,711	65,803	1,093,304
1,066,961	98,281	1,188,352		3,391	17,863	21,054	1,189,406
14,178	3,505	17,824		0	1,130	1,130	19,054
2,045,914	161,238	2,207,152					2,207,152

FOR RESULTS

APPLY DIRECT



**FOR BEST RESULTS
APPLY AHREND**

Whether you want to reach the busy executive—the retail merchant—the housewife Ahrend direct mail campaigns are planned specifically to solve your particular problem.

Ask one of our qualified account executives to show you samples of many successful mailings created for Ahrend clients. No obligation for consultation in the New York Metropolitan area; no charge for consultation anywhere when our proposals are accepted. Call MUrray Hill 4-3411 or write TODAY.

AHREND CLIENTS HAVE WON SIXTEEN NATIONAL AWARDS WITHIN THE PAST THREE YEARS

D. H. AHREND CO.

Creative Direct Advertising

325 to 333 East 44th Street
New York 17, N. Y.
MUrray Hill 4-3411



TOY CONVEYOR: The prospective buyer himself can test the ability of the accordion conveyor system to solve package handling problems with this miniature built to one-quarter natural size. Pat Mahoney, assistant sales manager, Food Machinery Corp., Riverside, Calif., shows how this conveyor system, in an "S" curve, winds around two obstructions.

Particularly I noted your "P. S." Thanks for the good wishes, Donald—the same to you, yours and America. Why not write me some more?

We in our tropical "paradise" have just this day learned that Germany is out of the war—*whacko!!!*

Yours,
Flight Office N. J. G.

Melbourne, Victoria, Australia

Dear Sir:

I have to thank you very much for your kind letter of the 13th June last and for the literature you have been good enough to forward in response to my request.

On behalf of the Council, will you please accept our grateful and sincere thanks and cordially reciprocating your good wishes.

Yours faithfully,
W. H. G., Town Clerk

Christchurch, New Zealand

Dear Sir:

My request for your booklets on housing arrived, and they proved a most enjoyable packet of literature.

Do you have any agents for your products in N. Z.? If not, can house requisites be imported from America, such as plumbing, fittings, etc.?

By the time you receive this, peace celebrations will be a thing of the past, I would like as a New Zealander to express appreciation for the part your country has played in the Pacific, for undoubtedly we would be pulling rickshaws for Tojo if we had been left to our own resources.

I trust the good bonds of friendship will continue in post-war construction tasks.

Thanking you again for your courtesy, once again all the best in your fine efforts.

Yours sincerely,
T. R. B.

South Africa

Dear Sir:

Many thanks for your prompt attention, reply of the 8th of June, and interest, and also for the pamphlets forwarded by you.

I had gathered the impression that you were home manufacturers, thus my original communication. Your assistance and list of manufacturers are much appreciated and I heartily reciprocate your good wishes.

Yours faithfully,
W, G & S

Sao Paulo, Brazil

Dear Mr. Haggerty:

It was a great pleasure to me to receive your kind letter of April 30 and thank you very much for the attention you have given to my request by sending me so many interesting and useful literature about new systems of constructions. Also the announced publications, have reached me some days ago.

Time has just come to hand over all these nice booklets to my friend, who just returned safe from Italy with the first group of Brazilian soldiers which fought over there, arm and arm with the soldiers of other United Nations, for freedom and a better world, Lt.—, a brilliant and intelligent young architect, who promptly will restart his professional and civilian life and certainly will take advantage of the new construction system described in your literature.

On the other side, I shall not forget to remind any people I know and interested in copper or brass, to the name of your company, which so kindly attended to my wishes.

Thanking you once more for your kindness and with my best wishes that the war against the yellow devils of Tokyo will soon end with a complete victory of the weapons of the big United States.

Sincerely yours,
J. M.

SALES MANAGEMENT



The Sign of the Gun Smith

drew gentry, squire and "Sports Men with Doggs train'd up for fowling," to purchase "Shot Guns, straight Rifles, Cocking-pieces, and Fuzees which hath gained the Approbation of the best Judges within the three Provinces" . . . and for shot "well siz'd, not too big, nor too small, of strength to do Execution on a large Fowl."

LIKE THE GENTLEMAN GUNNER, the newspaper editor beats the brush for hidden headlines, bird-dogs the news breaks, courses the covered into the clear, sets sights on the near or far, aims at events on the wing, fires point blank at fraud, matches shot-size with story significance, brings the public a daily bag of happenings, choice in its currency. With a trigger finger that itches at any tampering with the public weal, and a double barreled honesty, he is everywhere respected as a straight shooter.

ADVERTISERS of careful aim, in Philadelphia preserve gunpowder, avoid scattershot, by concentrating on The Inquirer's rich covey of 575,000 choice customers. And ye loud Reports of successful users (echoed in Media Records) point up the wisdom of hunting in a major market with a Bang, not a Blank . . .

The Philadelphia Inquirer

Tho. Palmer, Gun Smith on Market Street, according to the Pennsylvania Gazette, March 16, 1774.



COMPETITIVE SELLING'S *Back Again* IT'S TIME TO TEST

There's keen competition ahead—
time to pre-test that product, copy
or campaign . . . find out any
weaknesses in methods planned . . .
test dealer and consumer acceptance.
Johnson City is the ideal proving
ground—successfully used by an
increasing number of manufacturers
and national advertisers. Not too
big and not too little, it's a typi-
cally American cross-section market
with above the average buying power
—uninfluenced by any other peri-
odical. Write for more details—
now.



BEST TEST PAPER IN THE SOUTH
JOHNSON CITY ^{TENN} PRESS-CHRONICLE
Johnson City, Tennessee
National Representatives
MID-SOUTH DAILIES

**Building
SUPPLY NEWS**

is

FIRST

AMONG LUMBER AND BUILDING MATERIAL DEALERS

Acknowledged Leader
by Readers and
Advertisers

- ★ IN CIRCULATION
- ★ IN ADVERTISING VOLUME
- ★ IN EDITORIAL INFLUENCE
- ★ AND LEADERSHIP

45,832 Extra Readers to Dealers' Employees—by Survey

As up-to-date and progres-
sive as any department store
is Long-Bell Lumber Co., Long-
view, Wash., "department
store for the home." Here is
the spot where prospective
home owners and remodelers
will come to do their postwar
purchasing.



BUILDING SUPPLY NEWS 59 E. VAN BUREN ST.
CHICAGO 5

Bombay, India

Dear Sir:

We are indeed very thankful to you for your nice letter of September 19th, which we received duly. We have also received the very interesting set of 21 pamphlets which you have sent by separate post.

We appreciate greatly the motives with which you are issuing such pamphlets and helping to spread general knowledge and community interest in the public, and no doubt, services of this nature, while helping your business must be considered not merely the advertisement of your concern.

The most interesting part of your letter was the "P. S." wherein you have sent your best wishes to India, which indeed we have no doubt received as the best wishes from the American people to this country. We have no hesitation in reciprocating our best wishes to your country.

Thanking you once again,

Yours faithfully,
S. M. D.

Free France Writes

France

Dear Mr. Haggerty:

Thank you indeed very much for the best wishes contained in your letter of August 1, 1944. Our France is now liberated and that makes your good word a thousand times more appreciated. I am sure our country will never forget America's help in these past years of hardship.

I have received a few days ago the copy of your booklet and have found it full of useful information. When back in our country we will have many things to rebuild and make anew and I feel we must be aware of the great steps forward made by the American industry during these last years.

In that direction I greatly appreciate your help and shall take the liberty of using your kindness once more by asking you for the address of the "Association of American Mechanical Engineers." I should like to have some general information on steel, mechanical engineering and chemical plants and they would certainly be of great assistance.

I end this letter thanking you very much indeed for the attention you have given so willingly to my little note.

Sincerely yours,
P. H. C.

There must be thousands of American companies that receive hundreds of letters every month from other countries. Just think how much good the businessmen of America would accomplish in creating friendship and good-will for their companies if all concerned with foreign correspondence followed such a procedure. Letters such as these will help Uncle Sam to become a symbol of friendship, courtesy, and warmth. Let's make every foreign letter a real "ambassador of good-will."

We can do a real job in helping to make the term "United Nations" mean what it says by sending overseas millions of letters such as these. You'll get a kick out of doing it, too, even if you occasionally develop a mild case of writer's cramp. And you and your company will get a bigger kick from the results. Try it, and see. (P. S. Best Wishes to You Too!)

SALES MANAGEMENT

"Your Customers and Ours" *

*Third Floor Madam
or Little Salon,
Modomme*



Madam has three lovely children and a spendable income of \$625 a year for clothing for the entire family, so she goes to the third floor and buys a new dress . . . smart and fashionable . . . for \$16.75. She reads the Sun-Telegraph.

Modomme has a lovely pekingese and a spendable income for her wardrobe that varies, according to whether she feels rich or poor, between \$5,000 and \$25,000 a year. She goes to the Little Salon and buys a new dress . . . smart and fashionable . . . for \$165. She reads the Sun-Telegraph.

Maybe Madam reads the Sun-Telegraph because she likes Prudence Penny on home economics, Dorothy Randall on fashions and many other features and articles that are of interest to mother and housewife.

Maybe Modomme reads the Sun-Telegraph because she likes the society section . . . or just to get mad with Westbrook Pegler. And perhaps she looks over the closing quotations to see how her income is doing.

And maybe there are a lot of other reasons why both Madam and Modomme read the Sun-Telegraph. The fact remains that Pittsburgh merchants know that Madam and Modomme do read the Sun-Telegraph for shopping information because day after day, week after week, month after month, over the years, they tell us of the amazing results they get from their advertising in the Sun-Telegraph.

If you're selling \$16.75 dresses or \$165 dresses, Fords or Cadillacs, outboard motors or yachts, both Madam and Modomme will read your advertising in the Sun-Telegraph.



* People . . . your customers and ours . . . spend \$6,000,000 a year to have their favorite newspaper, the Pittsburgh Sun-Telegraph, in their homes. This is dramatic evidence of the sales potential that exists for advertisers who would cultivate these Sun-Telegraph families.

Sun-Telegraph

REPRESENTED NATIONALLY BY HEARST. ADVERTISING SERVICE

Offices in Principal Cities

FEBRUARY 15, 1946

[117]

Awards of Confidence

1,875
ADVERTISING AGENCIES

3,339
ADVERTISERS

Bought

10,756
PAGES OF SPACE

in these

HAIRE PUBLICATIONS
during the year 1945



Shop Talk

You may remember H. Allen Smith's explanation of how he came to write "Life in a Putty Knife Factory." Because, he said, he was once kind to a cow, someone at the Borden Co. sent him a box of cheese for Christmas . . . "in an imitation-leather box about the size of second base." When the cheese was gone, he put the empty box on the corner of his desk and began throwing passing-thought memos into it. Finally there was enough for a book.

Something similar has happened to me. I have the equivalent of a cheese box. Out of it will come this column, and very likely some others like it. It's going to be sort of an editorial smörgåsbord which you can nibble at, if you choose, before sitting down to the heavier part of the meal in other sections of this magazine.

For one thing, I've often wanted to tell our subscribers more about what goes on in the SALES MANAGEMENT menage, to give you an occasional look into the editorial gear-box. So you'll sometimes find a lead-in head which, with a nod to John Gunther, tells you something about what happens

Inside Sales Management: Several issues back I mentioned a new format for SM which we had hoped to adopt in this very issue. The starter's gun was in the air in the production department when some tortured soul at the print shop (who probably had to do the job as a punishment) had to confess to us that through some comedy of errors, the new type for the headlines hadn't even been ordered yet. Best guess now: ninety days before we really have that new dress.

How Far Our Little Candle, Etc. At the marketing meeting of the American Management Association held at the Waldorf last month, there were three talks on sales research . . . one by Serge P. Morosoff, director of commercial research for Pacific Mills; one by G. A. Rebensburg, manager of the Commercial Research Division for Edison General Electric (speech read in his absence by Alvin Dodd); and one by Richard D. Crisp, sales analyst for S. C. Johnson & Son. All three dealt with research techniques in which SALES MANAGEMENT's *Survey of Buying Power* is one of the basic tools employed. Three out of three is 100%, according to my slide rule. Bulletin: The assembly line is rolling on the 1946 survey to be published, barring strikes, paper famines and statistical indigestion, on May 10 . . . just three months from now.

Things I Want That I Can't Buy: (1) A flat, adjustable-in-width window ventilator that lets air in but keeps rain out even when the wind blows a gale . . . (2) an improved substitute for the old-fashioned metal-bound asbestos pad used in my house under the drip coffee pot and over a low gas flame. Those we now use spot and stain after a week's use, look like something the dog dragged off a rubbish heap . . . and (3) (ah, what a boon it would be to writers!) a typewriter with a word-counter.

SM Presents Arms: To Bell Telephone System for its literature, convincing radio commercials in which it has been explaining, oh so patiently, its inability to give full, unlimited service . . . persuading people to limit their calls by telling them the reasons why . . . clearing the wires for calls home by returning servicemen, so many of whom learned, in Germany, the meaning of the word "heimweh."

A citation, too, to Prudential Life Insurance Co. for its skill in making those relatively short commercials tell the public in understandable terms so many enlightening things about the involved subject of life insurance.

Too Soon, Too Soon: Will we be back in competitive selling and scratching for ideas for fattening the unit of sale. Said Paul West, president of the A.N.A., in a recent speech, "We must sell to people with whom product substitution and product conservation have automatically become fixed habits." Mr. West's comment suggests that too few companies have utilized opportunities for companion-sales by selling along with the primary product, the materials needed to take care of it. And too few have trained their retail dealers how to do this. Let's capitalize the conservation habit. It may be only a spare lamp or a spare brush for the vacuum cleaner, or saddle soap for luggage, or proper polish for silverware. But it all adds up to sales sense . . . and to profits.

Memo for Advertisers: In that same talk Mr. West said, "The pre-war advertiser and salesman could perhaps afford to be product-minded and in that respect, not too much different from a factory superintendent. What we need now are salesmen and advertisers who are not exclusively product-minded, but *people-minded*. Customers are primarily interested in themselves, not in our products, not in our institutions. So the advertisement that interests itself in prospects turns them into friends, and friends have a delightful way of specifying our products in appreciation of our interest."

Definitions: "Salesmanship" (says the little clipping on the corner of my desk) "is selling goods that won't come back to people who will." I like that. I wish I knew who first wrote it or said it, so I could give him proper credit.

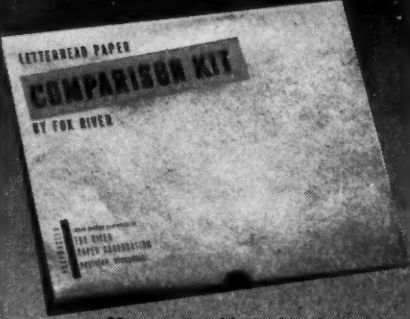
But I can't quite go along with that definition of markets as "people with money." I'd have to amend it to read, "Markets are people with money who can be persuaded to spend for good values." We had plenty of people and lots of money in the early 30's, but too many preferred to keep their assets in the family mattress.

Tool-Maker: The "who" behind the sales manuals mentioned in the feature story about Milkmaid cosmetics (page 84 this issue) is Ann Mulhern, Milkmaid's director of sales training. Ann, a Bostonian, got into merchandising through a part-time job in a Boston specialty shop, soon moved over to Jordan Marsh where she earned a buyership in short order. Because she was especially interested in the promotion of cosmetics, Ann went through the mill of several beauty culture courses. Joined Milkmaid, Inc. four years ago. Has written all the firm's sales manuals, is responsible for all training activities. Her hobbies: People, golf, music.

A. R. HAHN
Managing Editor

FEBRUARY 15, 1946

Free TO THE EXECUTIVE WHO TAKES PRIDE IN HIS LETTERS



New revised letterhead paper comparison kit. Contains positive proof of the superiority of Anniversary Bond, the brilliant white, prestige-building letterhead paper by Fox River.

Today, when you sign your mail, examine your letterhead critically. Look at the watermark. Does it read "100% cotton fibre", "100% rag", or "all-rag"? If not, it's not the finest available. Anniversary Bond, a Fox River paper, is such a paper. It's a 100% cotton fibre paper of highest quality. Prove it to yourself with this letterhead paper "Comparison Kit". Write for your copy today.

THE WATERMARK IS YOUR QUALITY GUARANTEE . . .
BE SURE IT READS
100% COTTON FIBRE — BY
Fox River
Fine Papers
SINCE 1883

FOX RIVER PAPER CORPORATION
418-B So. Appleton St. • Appleton, Wis.

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THE MARKET ON THE MOVE— DIESEL PROGRESS

With a record-smashing increase of 2000% in production during the last 5 years, Diesel is the fastest moving market in the heavy machinery field today. It's a market on the move with a future as wide as the mechanized world. There are over 22 vast markets for Diesels, each requiring hundreds of accessory items which the Diesel industry is now buying.

Keeping pace with the rapidly expanding Diesel market, DIESEL

PROGRESS is the only publication completely covering all the buyers and users of Diesel equipment. There's no waste circulation. It blankets the whole broad field—executive, engineering, sales and purchasing personnel of Diesel and allied manufacturers, as well as Diesel owners and users by the thousands. Your advertising or sales message in DIESEL PROGRESS will receive more concentrated readership than through any other publication. Act now to reach the key men in the Diesel industry.



**DIESEL
PROGRESS**

2 WEST 45TH STREET, NEW YORK 19, N. Y.

EDITED AND PUBLISHED BY REX W. WADMAN

Affiliated Publications. DIESEL ENGINE CATALOG
WORLD PETROLEUM ★ PETROLEUM WORLD
PETROLEO DEL MUNDO ★ EL MUNDO AZUCARERO
SUGAR ★ SUGAR REFERENCE BOOK ★ EL CATALOGO
AZUCARERO



"MODEL" STORE SERVICE FOR APPLIANCE DEALERS: Culled from suggestions of merchandising experts and store designers, Armstrong Cork Company here presents the twelfth of a highly successful "model" series.

Campaigns and Marketing

Health and Comfort

The American Radiator & Standard Sanitary Corp., Pittsburgh, Pa., starts its 1946 national advertising program this month. Highlighted by the new Mark of Merit, American-Standard's symbol of fine heating and plumbing, the campaign will aim to give the public one visual symbol for identification and to establish it as a recognized standard of quality.

Also featured in the new advertising program will be the American-Standard theme, "Serving the Nation's Health and Comfort." H. L. Spindler, manager of advertising and sales promotion, explained, "The consumer buys health and comfort, rather than heating and plumbing. . . . Service is what the people want. . . . This theme will be the basic sales idea for our advertisements."

According to the announcement, American-Standard feels that with products becoming increasingly available, national advertising will become correspondingly important as a positive sales factor. Advertisements will appear regularly in carefully selected general magazines, shelter-group magazines, and leading farm publications. Advertising appearing in building publications and business papers is to be tied-in with the campaign conducted in consumer media.

Promotion Pays for Piper

Following its ten-year-old policy of paralleling its advertising and sales

appropriation with its increasing capacity for airplane production, Piper Aircraft Corp. is again expanding its program. The Hutchins Advertising Co., Inc., Piper's advertising agency since 1936, announces that the size of the Piper advertisements in general magazines and national farm publications is being stepped up from half to full pages, with the use of full color except when unavailable.

The first advertisement of the new series featuring current Piper Cub models will break in February issues of *The Saturday Evening Post* and *Collier's* and in March issues of *Life*, *Country Gentleman* and *Farm Journal*. The full-color reproductions are from paintings by the famous aviation artist, Joe Kotula, whose work has appeared on the covers of *The Saturday Evening Post* and foremost aeronautical publications.

COUNTER DISPLAY: Whitehall Pharmacal Co. introduces a new product—10c Whitehall Aspirin. Display containing one dozen tins, requires less than 11 square inches of space.



The theme of the current series is headlined in the initial advertisement—"Look to the Leader for Good Safe Planes You Can Afford to Buy and Fly." The copy is factual, with substantiating figures and comparisons. The April heading will read "Over 2,000,000,000 Miles of Flying Behind Your New Piper Cub." In all advertisements copy stresses the value, safety and economy resulting from Piper Aircraft Corporation's relatively long aircraft experience and large production.

All advertisements feature Piper's three current aviation books. These comprise a new brochure with large full-color illustrations of Piper planes, a "How to Fly" book and "What Your Town Needs" book.

The 1946 Piper Cub magazine advertising is being promoted in the new Piper Cub Plan Book which has just been distributed to approximately a thousand and more Piper dealers. This book of approximately 150 pages includes, also, special sections on markets, service, local promotions, finance, accounting, flying clubs, local advertising, etc. The local advertising section includes a special booklet "How to Advertise" which illustrates and describes literature, signs, dealer book matches, wing emblem pins, windshield stickers and other collateral aids available to all Piper Cub dealers.

Supplementing the Piper magazine advertising is a national book match campaign with an annual distribution of 50,000,000 books.

"Buy the Best to Bake—"

The National Bakers Supply House Association has adopted the slogan "Buy the Best to Bake the Best" and every effort of the association during 1946 will revolve around this theme.

According to President L. H. LaRue, Jos. Middleby Jr. Co., Boston, bakers will see this "Buy the Best to Bake the Best" slogan on labels, invoices, stationery, and advertising promotion used by members of this

nation-wide organization who are serving the industry's needs for products, ingredients and equipment.

A program of national advertising will start in the business magazines of the baking industry in February, and this program, according to John P. Garrow of Chapman & Smith Co., chairman of the association's project committee covering industry relations, will provide the background information to bakers as to what, how and why they can "Buy the Best to Bake the Best."

Plymouth Doubles Strip

Success of a full year's test of newspaper comics as media for automotive messages, by Plymouth Division of Chrysler Corp., has prompted the sponsor to double the program and to increase its potential newspaper audience more than 200%.

Plymouth's pioneer use of this media—before any other automotive advertiser—produced according to general sales manager, Joseph E. Bayne, readership dividend averaging 58% "read most" among men over a long period, and 47% among women, topping all other comic strip ads in the same papers. The current expansion will lift circulation from 1½ million to approximately 4,700,000.

The strip employed concerns "Chuck Carson," an adventurous Plymouth dealer. It combines, says Mr. Bayne, genuine entertainment with commercial messages, chiefly limited to the last panel, that are palatable to readers, and that are actually in the public interest.

Q. E. D.

How *This Week Magazine* helped a manufacturer "(1) to secure prospects (2) and to make sales (3) of a high unit cost item (4) in a limited market (5) at the least possible advertising cost per sale," is the story told in that magazine's recently issued brochure entitled "Acousticon—A Measure of *This Week Magazine*."

The eight-page pamphlet states that "Acousticon decided that the answer to their problem was *This Week Magazine* plus an innovation in newspaper advertising." The magazine carried Acousticon's full-page black and white national ad while the innovation was the local tie-in ad, on the same day and in the same newspapers that distributed *This Week Magazine*.

Results of this campaign for Acousticon show returns 300% greater than from similar space in the next highest leading weekly magazine, and a 56% lower cost per coupon return.

The pamphlet concludes by explain-

ing that *This Week Magazine* is distributed with 21 of the Nation's leading newspapers, and by reporting testimonials from Acousticon dealers throughout the country.

"I'm Glad I Waited for You"

What might be titled the "I'm Glad I Waited For You" series of window displays for tie-in promotion of new electrical appliances and other hard-to-get merchandise, with the recording by the same title, has been initiated by Bruno, RCA Victor Distributor for New York City.

A centrally spotted washing machine, flanked by a blow-up of the RCA Victor recording "I'm Glad I Waited for You" by Freddy Martin opposite a poster advertisement of the film "Tars and Spars" from which the tune was taken, gives triple implication to the streamer "I'm Glad I Waited For You."

Presto-O-Lite Follows Beam

The advertising and promotional campaign of the Presto-O-Lite Battery Co., Inc., Indianapolis, Ind., is being expanded this year, and will be another projection of the plans inaugurated in 1945, according to A. A. Feldman, sales manager.

"Again we will utilize business paper advertising, spot radio announcements, direct mail campaigns to dealers, fleet owners, and consumers," states Mr. Feldman, "Seasonal sales kits are again being sent to dealers."

Presto-O-Lite, which expanded its

sales force in eight geographical areas throughout the Nation and opened division offices in New York City, Chicago, and Atlanta last year, will continue to enlarge its sales force and to open division offices during 1946.

Market-Circulation Parallel

Results of a recent marketing analysis of grocery products in the Pittsburgh area are published in a booklet issued by the *Pittsburgh Post-Gazette*.

Compiled by the paper's Market Research Department, the data indicate that wholesale and chain grocery products marketing areas radiate through 54 counties. But in the 14 counties with a 50-mile radius of Pittsburgh, annual retail grocery sales volume is \$430,000,000, 37% greater than that of the remaining 40 counties. Further, paralleling the *Post-Gazette's* circulation, almost two out of every three food dollars are spent in the 144 cities and towns outside of ABC Pittsburgh.

Famous Pairs

"Points to Remember" is the recently issued brochure of the *Philadelphia Record*, apparently designed to share the advertising wealth of "America's third market" with "one other newspaper." The booklet nimbly combines famous pairs such as Adam and Eve, Scotch and Soda, Holmes and Watson, and Moonlight and Roses with facts about Philadelphia's split personality; proves that advertisers had better place chips on both black and red for sure winnings.



ALL SET FOR AN ACTIVE 1946 SEASON: Officers of the Sales Managers Association of Milwaukee (left to right) are: Secretary, Lester C. Welle, Fuller Brush Co.; Vice President, Winston Watrous, Whirlwind Lawn Mower Co.; President, Harold W. Hirth, Frankfurth Hardware Co.; Treasurer, Reginald H. Coe, Milwaukee Coca-Cola Bottling Co.



"Your Morning Hymn"

The old-fashioned gospel favorites have a perennial appeal, and Phil Sheridan sings them particularly well. Long experience in church-singing, and before the microphone, has given him a deep insight into the hymns people prefer, and the way they like them sung.

Sympathetic accompaniment for "Your Morning Hymn" is provided by Clarence Fuhrman, KYW's Musical Director, at the piano, and a string quartet. The result is particularly pleasing... a public service quarter-hour firmly established in the affections of a substantial segment of KYW's listeners.

"Your Morning Hymn," with Phil Sheridan, fills a definite need in an area where religious programs are especially well received.

Appropriate sponsorship should yield worthwhile results... is decidedly inexpensive... and can be arranged *now* with NBC Spot Sales.

WESTINGHOUSE RADIO STATIONS Inc

KDKA • WOWO • WBZ • WBZA • KEX • KYW



REPRESENTED NATIONALLY BY NBC SPOT SALES—EXCEPT KEX • KEX REPRESENTED NATIONALLY BY PAUL H. RAYMER CO.
FEBRUARY 15, 1946

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PICK YOUR OWN: (Left) A transparency for point-of-sale use enables the shopper to identify her own furniture types and thus to select ready-made slip covers of the right size and design to fit her own pieces. (Below) Lastex content in the slip cover shown at the left provides fit. The one at the right has an elastic back.



Sure-Fit Seeks Wider Markets For Ready-Made Slip Covers

A new advertising campaign, backed up with skillfully designed sales tools and promotional materials, will seek out the huge market represented by homemakers who wince at the high costs of custom-made "shirts" for furniture. Two new sales features are announced: knitted covers with Lastex to provide fit, and water-resistant finish.

THE ready-to-put-on furniture slip covers made by Sure-Fit Products Co., New York City, are being supplied to stores only in limited quantities thus far, but the company is looking ahead to the competitive future. Details of its well-rounded advertising and sales promotional campaign were announced at a luncheon held in New York January 15, at which 700 buyers from stores all over the United States were present. The buyers were also given an opportunity to see several

new features which enhance the appeal of the product.

The company's merchandising program is based chiefly on educating consumers to an appreciation of the benefits arising from using ready-made, self-adjusting slipcovers, and to an acceptance of the Sure-Fit label, which is prominently featured in the current campaign.

Sure-Fit covers are sold at retail at varying prices, all considerably lower than prices normally charged for made-to-order slip covers. Covers for

a chair, for example, range from \$3.95 to \$6.95. Variable conditions in the fabric field naturally affect prices. This price advantage and the company's aggressive merchandising methods had won good acceptance for the line before America entered the war.

During the war years production for civilians was curtailed, and available Sure-Fit facilities were largely devoted to the making of barrack bags, parachutes, camouflage nets, and other military necessities. The sales organization was kept practically intact, and operators in the factory actually improved their needlework skills as a result of their war work. According to Joseph A. Krasnov, head of the company, reconversion would be a simple matter for the company, were it not for the shortage of raw materials. The cloth, yarn and printing mills with which it deals are not yet able to supply what is needed to enable Sure-Fit to get into full production.

Expect Soaring Sales

If full-scale production could be resumed immediately, sales would soar. Thousands of consumers would welcome an inexpensive way to cover their worn furniture in this period of shortages. But even though the company falls far short of meeting the demand for its products now, it is not marking time, but is laying the groundwork for a good reception for the merchandise when it becomes available in quantities.

In educating consumers (and in educating retail salespeople over the shoulders of consumers), attention is given to answering the question which understandably arises: "Will ready-made slip covers fit my furniture?" "Ready-Made Magic," a new color film (produced by Ted Eshbaugh Studios under the guidance of Marcel Schulhoff & Co., Sure-Fit's advertising agency), answers this question by showing a woman going through the procedure of selecting and buying, and subsequently putting Sure-Fit slip covers on her furniture. This film will at first be used to train retail personnel, but when good supplies of the merchandise are available it will also be shown to consumers.

"Ready-Made Magic" also brings out the fact that there are relatively few basic designs of upholstered furniture in common use—though there are many different combinations of arm, back, and seat shapes. For example, there are the Lawson and the modern sofas, and the studio couch. An armchair may have a round or a flat arm. It may have a square cushion or a T-cushion. Few women know this, but it becomes apparent to them quickly when demonstrated through pic-

SALES MANAGEMENT

JACKSONVILLE

★
RETAIL SALES
BUILDING
PURCHASES
SCHOOLS
HOMESITE
PURCHASES
BANK DEPOSITS
POSTAL RECEIPTS
★

FLORIDA

TAMPA

SPRINGBOARD
TO SALES
SUCCESS

MIAMI

FLORIDA, a major market in its own right, is marked as one of a very few merchandising areas in the entire country with a superior chance to hold all its war gains!

Florida's stability as a potent market is demonstrated by the steady increase in retail sales, purchases of producers' goods, postal receipts, bank deposits, homesite purchases, new building and school attendance. Construction, a year 'round industry in Florida, adds to the vitality of this permanent and predictable market.

Florida's vast back-log of purchasing power is open to you through the complete low-cost coverage of Florida's three great morning dailies... in Florida's three key sales areas and their tremendous trading territories.

TAMPA TRIBUNE

National Representatives

Sawyer-Ferguson-Walker Co.

★ FLORIDA TIMES-UNION
Jacksonville

National Representatives

Reynolds-Fitzgerald, Inc.

Jann and Kelley, Inc., Atlanta

★ MIAMI HERALD

National Representatives

Story, Brooks & Finley, Inc.

A. S. Grant, Atlanta

FEBRUARY 15, 1946

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tures. With the aid of the Sure-Fit transparencies, the shopper may single out the features which unite to form the particular furniture models in her home.

In the new Sure-Fit line there are knitted covers with Lastex threads woven in to provide elasticity, and a cretonné cover with an elastic back. These are demonstrated in the film. So is the patented "Sta-Fast" principle of draw-strings tied under the seat of a chair to make the cover fit snugly. Another feature illustrated is the Johnson's Wax "Drax" treatment

which makes the covers resistant to water and stain. The Sure-Fit label, which is affixed to all items in the line, is shown prominently in the film, in one instance blown up to a size dominating the frame on the screen.

The Sure-Fit transparency chart mentioned above is important to the success of dealers handling the line. On it are outlines of the various shapes of sofas and chairs, and arms, backs, and seats. These transparencies are available in single-panel and three-panel form, and with their aid even an inexperienced salesperson can help

the shopper to identify the features of her furniture and narrow her selection of covers to the ones she needs. These charts also provide other useful information in picture form. For example, they tell how to put on the covers, and how to clean and care for them.

Twelve national consumer magazines and five business publications will be used to advertise Sure-Fit covers. Mats will be furnished to retailers. One-minute and 15-minute radio transcriptions to be presented under the sponsorship of the stores are also being used. The quarter-hour program includes interviews of stage and screen stars by Frances Scott, and music by Leonard Herman's orchestra. The theme song for the radio platters (heard also in the film) has an eight-line lyric telling the virtues of the covers—"won't twist or slide; slip on, tie, and tuck 'em inside," etc.

KFH • Wichita

"What's the Matter with America"

KFH-

Gets the Facts

★ A famous editorial many years ago . . .

"What the Matter with Kansas?" . . . helped make Kansas the great prosperous and rich state it is today.

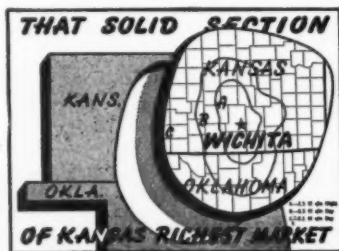
KFH believes that such personal self-analysis means much to the state and nation's future, because the opinions and desires of 11,000,000 servicemen returning from war will shape the America of tomorrow. For the past several months, KFH's news editor, George Gow, has been interviewing a different veteran daily during a regular newscast. The opinions of these servicemen on questions of current topics are telling the Southwest what they expect this generation to do to win the peace as well as the war. This personal interest in its own people has made KFH the personal, most "believed-in" station of Kansas' Richest Market.



KFH

Wichita

Wichita is a Hooperated City
CBS • 5000 WATTS DAY AND NIGHT
CALL ANY PETRY OFFICE



Label is Featured

The Sure-Fit label is prominently featured in the current campaign. In greatly enlarged form, it appears over the point-of-sale transparencies from which women make their decisions as to the type of cover needed. It is shown in large-size close-up form in the film. It appears both in consumer and trade advertising. An actual cloth label was attached to a copy of the lyrics for the radio jingles and was placed beside the plate of each guest at the January luncheon for buyers.

Sure-Fit Products Co. has been making ready-made slip covers for 20 years. At first the material used was striped Belgian linen, and sold in sets—for a chair and a sofa. Style was not considered important, since slip covers were used chiefly during the summer months to preserve furniture. The company soon added warp prints and crashes, then Jaspee cloth. About 15 years ago, it began to offer individual covers as well as sets. Meanwhile, fabric patterns had become more attractive. About nine years ago, the merchandise moved from the purely seasonal into the year-round class. Today many families have slip covers on their furniture throughout its life.

Because of the economies of mass production, ready-made slip covers answer the needs of a market which could afford custom-made covers only in limited quantities, if at all. Sure-Fit Products Co. has gone farther than merely satisfying the needs of this company. It has created consumer demand for the line. It has taken the headaches out of selling. In short, it has made it a profitable item for retailers to handle.

SALES MANAGEMENT



SHIRT SLEEVES TRAINING: Visual aids are freely used in the Chevrolet training sessions. Here a group learns about engine cooling. These men will know how to talk facts.

Chevrolet Trains Men to Sell Right Truck for Right Job

TRAINING to accurately evaluate and satisfy buyers' needs, was one of the first peacetime activities of the Commercial Truck Department, Chevrolet Motor Division of General Motors.

Beginning in the Summer of 1945, a total of 152 training schools were conducted in key centers and were attended by approximately 4,000 truck specialists, largely dealers, truck sales managers, and truck salesmen.

"Our purpose in arranging this large-scale training was twofold," explains J. W. Burke, manager of the Commercial Truck Department, "first, to provide a refresher course for Chevrolet truck specialists throughout the country; second, in doing so, to teach them the importance of rendering better service to truck buyers.

"We have felt for some time," asserts Mr. Burke, "the crying need of a different approach in selling trucks. In the past, the all-too-common practice has been to sell the prospect what he asked for or preferred. This may seem like good salesmanship and excellent business, but it's not because truck buyers are not necessarily truck specialists. Their most common mistake in buying trucks is that of selecting models which are not adequate for their job. The truck frame, axles, tires and other components aren't designed to carry the load; the engine

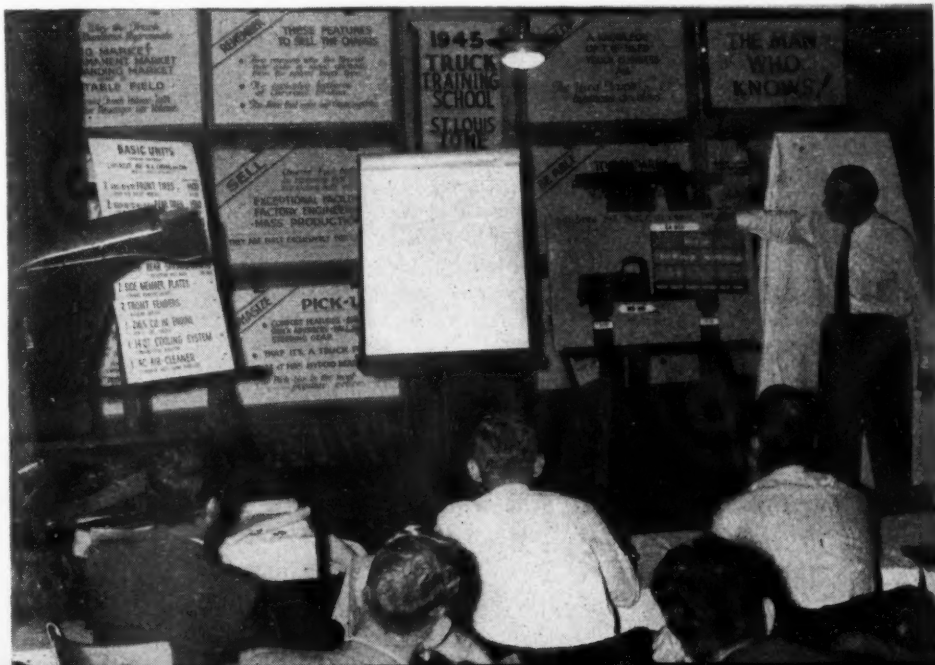
isn't powerful enough to pull the load without strain. The buyer who makes such a selection is courting mechanical failures and the salesman who lets him buy it is courting ill-will for himself, his dealer, and the factory.

"Nor is the cost of repairs the major consideration," Mr. Burke continues. "The loss of use of the equipment may be far more costly. Break-downs have a habit of occurring at critical moments and they are likely to tie up the job, as well as the truck and cargo.

Motivated by the belief that "We would rather lose a sale than to sell a wrong model for the job," Chevrolet trains its 4,000 truck salesmen to use the engineering approach in selling. Visualizer kits teach salesmen how to build trucks to do a particular job efficiently.

"On the other hand, the customer may go to the other extreme and select a truck that is over-rated for his job. That is wasteful. Our commercial truck line includes 83 standard models, on nine wheelbases, with panel, stake, platform, pickup, and special bodies of all kinds, so we have just the right model for any hauling job in our capacity bracket, and there is no reason for selling a customer a model which doesn't meet his requirements in every respect.

VISUALIZER: Graphics demonstrate principles of load distribution at "School for Salesmen"



*Every newspaper owes its advertisers
an exact definition of its readership*

**For this suit?
What did I pay?**



Don't try guessing . . . I'll tell you

It's often anybody's guess what a man pays for his suits . . . or shirts, or socks. But it's good business to find out . . . if you *can*.

We've got the inside story on Herald Tribune readers . . . to help you get on the inside track in selling them. We can tell you, with time-proved accuracy, our families' earning and spending—past, present and planned. And we can trace it back to 1938 when our Continuing Study of Readers' Homes began to furnish the marketing guide by which millions of New York advertising dollars have since been allocated.

* * *

If you're considering Herald Tribune space for your product, it helps when you know that almost half of our men readers—48.4% buy suits in the middle price range . . . that another 41.1% pay top prices . . . while 10.5% pay moderate prices.

We have a whole catalogue of 3-dimensional facts about reader-customers . . . in the

How much do you pay for a heavy suit?

MEN IN HERALD TRIBUNE FAMILIES	1942	1944
\$46.01 and over	25.7%	41.1%
\$30.01 to \$46.00	52.0	48.4
\$30.00 or less	22.3	10.5

How often do you buy them?

• 2 OR MORE A YEAR	47.5	41.9
• 1 A YEAR	45.7	48.6
• 1 EVERY 2 OR MORE YEARS	6.8	9.5



NEW YORK HERALD TRIBUNE CONTINUING HOME STUDY



PARTS SEMINAR: A display of all standard and optional parts of truck equipment helps students grasp the "how" of building trucks to meet specific needs.

"But in order to become qualified to sell the right truck for the job, our retail representatives must know trucks and trucking. We would rather lose a sale than to sell a wrong model for the job. And that," Mr. Burke concludes, "is what we tried to teach our retail representatives in these training schools."

Emphasis on Demonstration

The project really began early in 1945 with the preparation of a wide variety of training aids. Then in April, the assistant regional managers in charge of trucks were brought to Detroit and trained to give the course. Then they returned to their respective regions and trained their zone personnel, who, in turn, conducted the schools for dealers and retail truck salesmen. Assisting them were a number of representatives of other manufacturers, including body, tire, and wheel companies who supply such components to Chevrolet.

Classes were kept small and emphasis throughout was on demonstration, rather than lectures.

The schools were especially notable for the amount of mechanical equipment and the number of visual aids employed. Actual truck frames, engines, gears, transmissions, axles, tires, and other major components, many of them cut-away models, were displayed in the classroom, studied and compared.

A unique aid was a "Visualizer" which had been developed by Chevrolet in response to many requests from dealers for a device which would enable them to show their salesmen and prospects how to select the proper components of a truck for any given hauling job. The Visualizer consists of two kits—one for building the chassis to carry the load; the other

showing how to supply the power needed to pull the load.

Each kit consisted of a wooden carrying case and an assortment of miniature wooden parts. The carrying case, when open, provided a frame, or diagram, of a standard Chevrolet truck chassis or body on which the miniature parts were to be mounted. The diagram represented the truck frame, engine, clutch, gears, transmission, axles, wheels, and other components, each properly rated for a given capacity. But if the hauling job called for a different capacity, components of other ratings would be required. The miniature wooden components were in the shape of the actual ones illustrated by the diagrammatic frame and the rating of each was lettered on it, while provision was made for mounting the parts in their proper places on the frame. The demonstrator could, therefore, begin with the frame and "build" a truck to fit the job, merely by mounting the proper parts on the frame. He could also make the demonstration all the more impressive by mounting a part having a wrong rating on the job and asking the students what was wrong with his assembly.

Kits Are Portable

All Chevrolet zone offices are now equipped with such visualizers for use by truck representatives in contacting dealers and salesmen. The kits are portable.

Other visual aids included a number of motion pictures of truck performance, product slide films, including filmed graphs to illustrate such technical details as engine horsepower and torque, sales slide films devoted to used truck selling and vocational applications, and a variety of charts.



If your budget permits only one newspaper in Buffalo, look!

A number of Buffalo's important stores placed

100%

of their 1944 advertising space in the Courier-Express

They know
**the Courier-Express
Delivers the Goods!**

**Buffalo
Courier-Express**
BUFFALO'S ONLY
MORNING & SUNDAY NEWSPAPER

but
who sponsored
**THE
RADIO?**



A hundred program sponsors dramatize their products and pre-sell their customers over the radio Mr. and Mrs. Joe Salesman have in their living room. But topmost in their minds is the company which presented that radio to Joe for extra sales effort.

The dramatic appeal of Merchandise Prize Incentives is one of the strongest points in their favor. Place a catalog full of attractive, desirable merchandise in the hands of a salesman and you create the excitement and enthusiasm essential to successful selling, awakening sales energy that he does not realize he possesses.

When you next consider a Sales Incentive Plan, choose the one firm that has the specialized knowledge, experience and organization to guarantee you profitable results. Write for our new catalog today.

CAPPEL, MAC DONALD AND CO.
Merchandise Prize Incentive Plans
CAPPEL BLDG. DAYTON 1, OHIO

Mr. Executive



**SOLVE YOUR
TRANSPORTATION PROBLEMS**

Save This Simple Easy Way...

To you who take pride in cooperating with your personnel and are keenly interested in their efficiency and the prestige factor of their equipment—we offer the economies and advantages of our sensational

FLEET RENTAL PLAN

A New 1946 Chevrolet, Ford or Plymouth
— unlimited mileage — Costs Less Than
Ownership. In most cases total cost includ-
ing gas and oil will not exceed 3½¢ mile.

HERE IS WHAT YOU GET

- New automobile every 12 months
- Systematic control of transportation expenditures
- New standardized and uniform equipment
- All items of service, maintenance and repairs of every kind
- Replacement with new car in the event of loss by fire, theft or collision
- Fire, theft and full collision insurance plus towing and comprehensive insurance
- License plates in whatever states operated
- Grease and lubrication, replacement of tires, repairs and maintenance
- We will purchase for cash present equipment owned by your company or salesmen

We Will Appreciate Your Inquiry

**GENERAL AUTO
RENTAL CO.**

1255 East Chelton Ave.

Phone GERMantown 2000

Philadelphia 38, Pa.

The course began with an outline of the market for trucks. This was followed by a study of vocational requirements of truck users, selling methods and procedures, a thorough study of the trucks' chassis, engine, axles, transmissions, wheels, tires, body details, sizes and weights, total gross weight allowable on each model, and so on. More time was spent on building the truck to carry the load and powering it to pull the load than on any other one subject.

Course Without Theory

And as Manager Burke puts it: "There wasn't a theory in the whole course. We didn't tell them—we showed them. We've had many enthusiastic letters from dealers concerning the schools and we're all convinced that we'll be able to give Chevrolet truck buyers better service as a result of this training.

"Of course training never ends. We'll conduct other training schools as soon as our new models are in the hands of dealers. But this course was basic and dealers and salesmen are now prepared for the special product training which will be made available at that time."

ST. PETERSBURG'S ★ BIGGEST SEASON ★

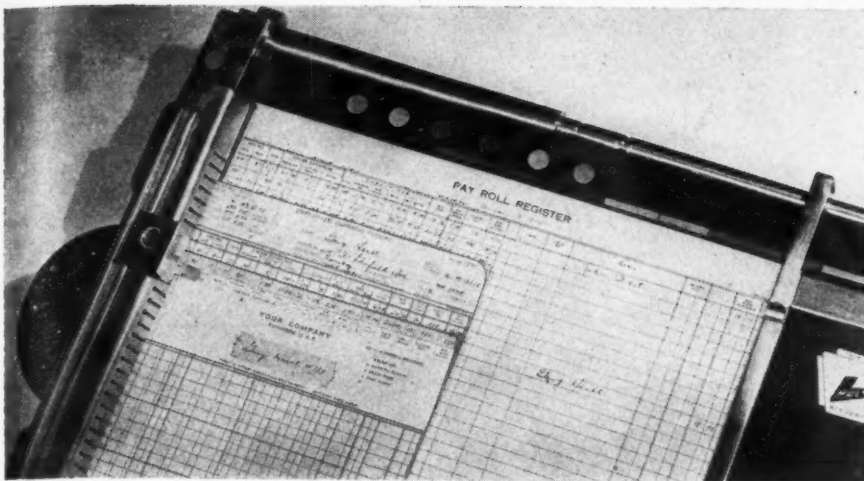
The biggest tourist season in St. Petersburg's history is now in progress. The city's combined resident and tourist population is estimated to be at least 140,000. Business is good. Retail buying is setting new records. NOW is a good time to advertise to this rich market.

The TAMPA-ST. PETERSBURG Market is one of the best in the South, and St. Petersburg is the cream of this market. To carry your message to St. Petersburg, use St. Petersburg's own newspapers.

**ST. PETERSBURG, FLORIDA
TIMES (M & S) and
INDEPENDENT (E)**

Represented nationally by
Theis & Simpson Co., Inc.
In Florida by V. J. Obenauer, Jr., Jacksonville

SALES MANAGEMENT



MULTI-MATIC BOARD: Provides a new system for keeping records.

Coming Your Way

.... **multi-matic accounting**, developed by the Systems Division of Remington Rand, Inc., introduces an entirely new system of accounting and payroll preparation. Conceived and invented by Mr. Rolf Hurup, a member of the National Association of Cost Accountants, it is applicable to small and medium size businesses and to branch office accounting in large organizations. During tests users reported savings of 40% in cost and up to 66% in time compared with conventional bookkeeping methods. Basic principle of Multi-Matic Accounting is the simultaneous posting of a number of financial or statistical reports by means of a single writing. The patented Multi-Matic Accounting Board permits the same entry to appear in a number of different columns on separate reports. For example, a single writing prepares pay checks, employees' earning records and the pay-

roll register, insuring that identical entries will be correctly distributed to the proper columns of the check stub or voucher, payroll register, and individual employee's ledger card. The new system of accounting permits similar multi-purpose entries in general ledger accounting. It is unique in that it provides a daily and period to date financial statement, with proved balances of totals and of each operating account, and yet it requires no skilled accounting help.

.... **portable electric washer**, called the Handyhot, is being marketed by Chicago Electric Manufacturing Co. It is a convenient appliance for use in apartments or as a second washer for day-by-day use in the home for baby's laundry and all small pieces. The Handyhot will accommodate two pounds of clothes and has a six-gallon overflow. The air-cooled induction



MIDGET WASHER: Accommodates two pounds of dry clothes and has a six-gallon overflow. Powerful motor drive is mounted in the cover with convenient lift handles. A splash-proof rubber gasket is fitted around the cover assembly. It may be easily stored in any small area.



8123 HOOKS IN ONE LINE!

Pacific Northwest halibut fishermen put out lines up to 20 miles in length, with hooks every 13 feet.

This is fishing on a grand scale and an example of the character of Pacific fisheries, the world's greatest, served by **PACIFIC FISHERMAN** since 1902

PACIFIC FISHERMAN

71 COLUMBIA STREET
SEATTLE 4, WASHINGTON

VANCOUVER · PORTLAND · SAN FRANCISCO · LOS ANGELES
WILMINGTON

A MILLER FREEMAN PUBLICATION

4,000 NEW USES



FOR TREES

"War necessity found 4,000 new uses for the versatile timber tree." Postwar development will expand and amplify those uses.

This means increasing timber demand and a steadily growing forest products industry—the field in which West Coast LUMBERMAN is the leading production journal.



WEST COAST LUMBERMAN

71 COLUMBIA STREET
SEATTLE 4, WASHINGTON

PORTLAND · DENVER · VANCOUVER · NEW YORK
SAN FRANCISCO · NEW ORLEANS · LOS ANGELES

A MILLER FREEMAN PUBLICATION



"That new reporter must have taken the boss literally when he said The Buffalo Evening News leaves no stone unturned to give its readers complete news coverage."*

* Maybe a reporter with a crowbar is nothing to crow about. But we can't help being enthusiastic about the thorough reporting job our newsmen turn out. Besides a large local staff, we have on-the-spot coverage in Washington, New York and Albany, plus five news and three picture services. So, 250,000 Western New York families always find something in the News they like. The result is, before newsprint rationing and for the first eleven months of 1945, the News carried more advertising lineage than any other daily in New York State. And this has been accomplished without sacrificing our editorial heart's blood! No wonder The Buffalo Evening News is The Big Paper in a Big Market!

motor operates on 110-120 volt alternating current, 50-60 cycles only, and does not interfere with radio reception. It has been listed as standard by Underwriters' laboratories. The tub can be moved easily from sink to stove for heating water or sterilizing clothes. The washing action of the oscillating aluminum agitator is claimed to be fully effective from the bottom to the top of the tub.

.....made-to-order DDT solutions, designed to meet specific garden and household needs, are being made available by the Insecticide Division of the National Magnesium Corp. The new "prescription method" of distribution is aimed at stepping-up the insecticidal efficiency of DDT while materially diminishing the DDT content of solutions. By using the proper solution, the toxic potentiality of the insecticide to animals, humans, and birds can be minimized while the usefulness of DDT against insect pests is increased. For instance, while it is said that house flies are best treated by a 2.5% DDT spray, ant control requires a 10% powder mixed with pyrophyllite.

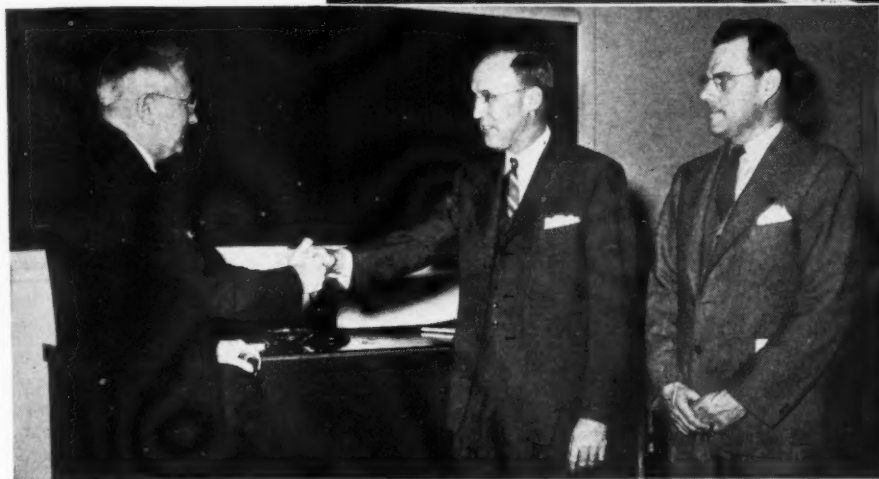


STOPS FEEDBACK: New microphone also nearly doubles front pick-up range.

.....cardax, a cardioid unidirectional crystal microphone, with high output, dual frequency response selection, and other important features, is the latest development of Electro-Voice, Inc. The product's main appeal is in the fact that it stops feedback, substantially reduces pick-up of background noise and reverberation and nearly doubles front pick-up range. It also allows users more freedom of movement. Smartly styled, the Cardax has a die-cast case finished in satin chrome.



THE DEAN: Maurice J. Pierce (above), manager of the Educational Department, greets his first class. He's the man in the center (left) being congratulated by L. K. Kirk, vice-president. Paul Wilson, executive vice-president, Planet Insurance Co., is the interested spectator.



Now Every Day Is School Day At Standard Accident

There'll be no more spasmodic course of study in this Detroit insurance firm. Now there's a permanent setup for re-training seasoned men and servicemen . . . for giving specialized courses for men spotted for advancement . . . and for up-grading many others.

BY D. G. BAIRD

A PERMANENT Educational Department, with its own facilities and with a full time manager and corps of instructors, is the solution of the training problem of Standard Accident Insurance Co., Detroit.

This company, one of the oldest and largest casualty insurance and bonding organizations in the country, has been conducting training courses intermittently since 1923, when Charles C. Bowen, now president, planned and directed the first course. But conditions have changed since 1923. For one thing, the company has grown immensely and now has branch and service offices throughout the country, in addition to over 10,000 agents and representatives who cover

regularly practically every community.

The company's services have also been expanded and extended over the years to include practically all forms of casualty insurance, property insurance and bonding, automobile insurance, personal liability, workmen's compensation and employers' liability, personal and group accident and sickness, group hospital and surgical expense, burglary, and glass breakage—just about everything, in short, save fire and life insurance. The fire insurance is covered by the Planet Insurance Co., Detroit, a wholly owned subsidiary. There is no life insurance affiliate.

A third condition is that which resulted from World War II. In common with other employers, Standard

Accident's organization was disrupted to a great extent during the war. Now, large numbers of its former employes, and its agents' former employes are returning. Those who held minor positions before they entered the service have made great progress while away. They will be trained to fill higher positions. Others who had received training and acquired some experience will need refresher courses.

At the same time, Standard Accident's management wish to provide training for practically all employes, including office personnel and young men who have ability and ambition to prepare for higher positions.

Finally, insurance representatives in the fields served by Standard Accident must learn a great deal before they are equipped. This requirement is so stringent that the company heretofore has insisted that its trainees be college graduates to begin with. This requirement has been relaxed for the present, because so many returning veterans have other qualifications which compensate for their lack of full college training. But to qualify, even they must be at least high school graduates and have some experience.

FEBRUARY 15, 1946

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What are the Department Stores doing for *Your Brand* (or to it)?

An ACB Newspaper Research Service will tell you whether department stores are (1) pushing your goods, (2) the goods of your competitor, or (3) ignoring the whole thing.

If your line is sold through department stores, you should know whether, in their advertising, the stores are (1) pushing your brand, (2) pushing your competitors' brand, or (3) ignoring both you and your competitors.

Even though the department stores are scattered over the length and breadth of the land, there's an ACB service that will keep you up-to-date—put the advertisements you want to see, on your desk; or, if you prefer, tabulate the data from the newspapers into a quick, concise report.

Of course, advertising and store display go hand in hand. Those stores that are advertising are probably displaying. With the information ACB furnishes, you can write and compliment the buyers that are pushing your line for you... work on the stores that are promoting the "other line"... and encourage the stores to promote your line where they are shown to be ignoring it.

This service isn't as expensive as you probably think, for ACB will be reading the advertisements anyway and can include service on your account at low cost. It's a service used by leading merchandisers in all lines. Write today for catalogue and rates.



SEND FOR ACB CATALOG

Describes 12 ACB Newspaper Research Services including Dealer Tie-in Reports; Specified Tearsheets; Advertising Allowance; Schedule Listings; Scrap Books; Mat Analysis; etc. Gives outline of cost, coverage and list of users. Write today.



The
**ADVERTISING
CHECKING BUREAU
INC.**

NEW YORK (16), 79 Madison Ave.

CHICAGO (5), 538 South Clark St.

SAN FRANCISCO (5), 16 First St.

[140]

SALES MANAGEMENT

In view of these facts, the management decided, early in 1945, to establish a permanent Educational Department. F. S. Brown, vice-president and secretary, was assigned to establish and organize the new department.

Mr. Brown began by appointing an Educational Committee, composed of junior executives of the company, with the thought that they are closer to the immediate problem than are their seniors. He felt, too, that such experience would fit them to assume leadership. Minutes of their meetings are submitted to the senior executives who have authority to veto any of their decisions—though they have not done so as yet.

Some one person was needed to organize the new department, and the Educational Committee, after surveying the field, selected Maurice J. Pierce and appointed him manager. Mr. Pierce has been with the company since 1924, was a member of the second training class. He has since served in various capacities, in his last position as office manager of the New York branch.

Visited Other Companies

Mr. Pierce began his work by spending a couple of months visiting other insurance companies that have training courses, then came to Detroit September 1 to spend several months planning and outlining the course.

A wing of the home office building has been remodeled and equipped to provide ideal conditions for the department. The class room has special lighting and ventilation equipment; all furniture and decorations are of the most modern type.

Only a maximum of 27 students are enrolled for a class—posing the problem of who should be admitted and in what order.

Both company employees and agency employees are eligible, and there were so many applications that a School Governing Committee, composed of vice-presidents of the company, was appointed to pass on this and related problems. Each applicant is interviewed by members of this committee and is required to submit an application, giving his personal history, even though much of the required information may be available in his personnel record. All are mature men, ranging in age from about 25 to 40. Each class is composed of men of similar experience and ability, to the extent that such selection is feasible.

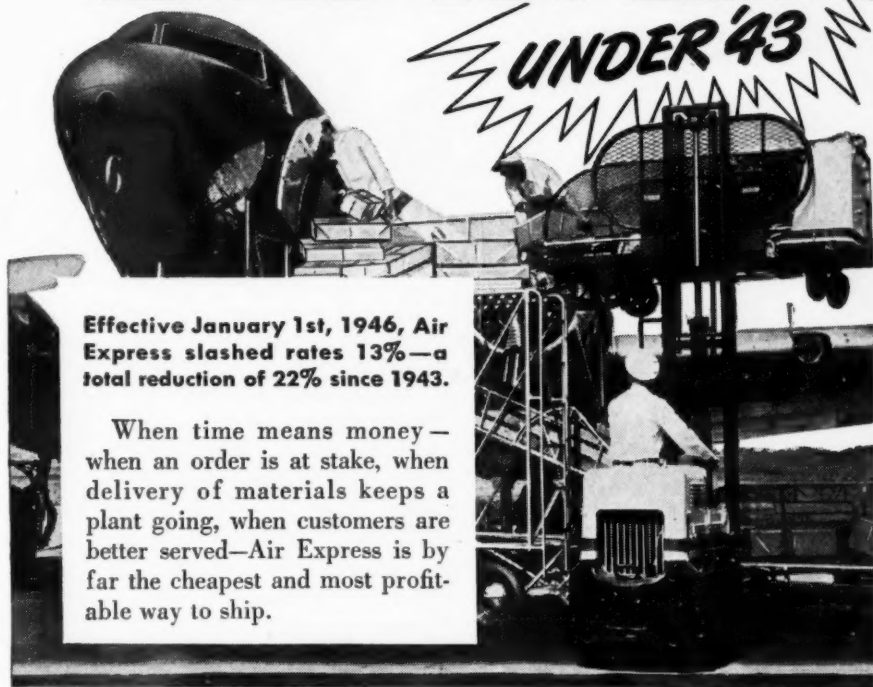
The first class assembled on January 7 and will be in session for 13 weeks. The day begins at 8:00 A.M. with prearranged individual consultations or problem discussions. Class

FEBRUARY 15, 1946

SAVE TIME MAKE MONEY

SHIP by AIR EXPRESS RATES CUT 22%

UNDER '43



Effective January 1st, 1946, Air Express slashed rates 13%—a total reduction of 22% since 1943.

When time means money—when an order is at stake, when delivery of materials keeps a plant going, when customers are better served—Air Express is by far the cheapest and most profitable way to ship.

Specify Air Express—a Good Business Buy

Shipments travel at a speed of three miles a minute between principal U. S. towns and cities, with cost including special pick-up and delivery. Same-day delivery between many airport towns and cities. Rapid air-rail service to and from 23,000 off-airline points in the United States. Service direct by air to and from scores of foreign countries in planes made in America, operated by American personnel and flying the U. S. flag.

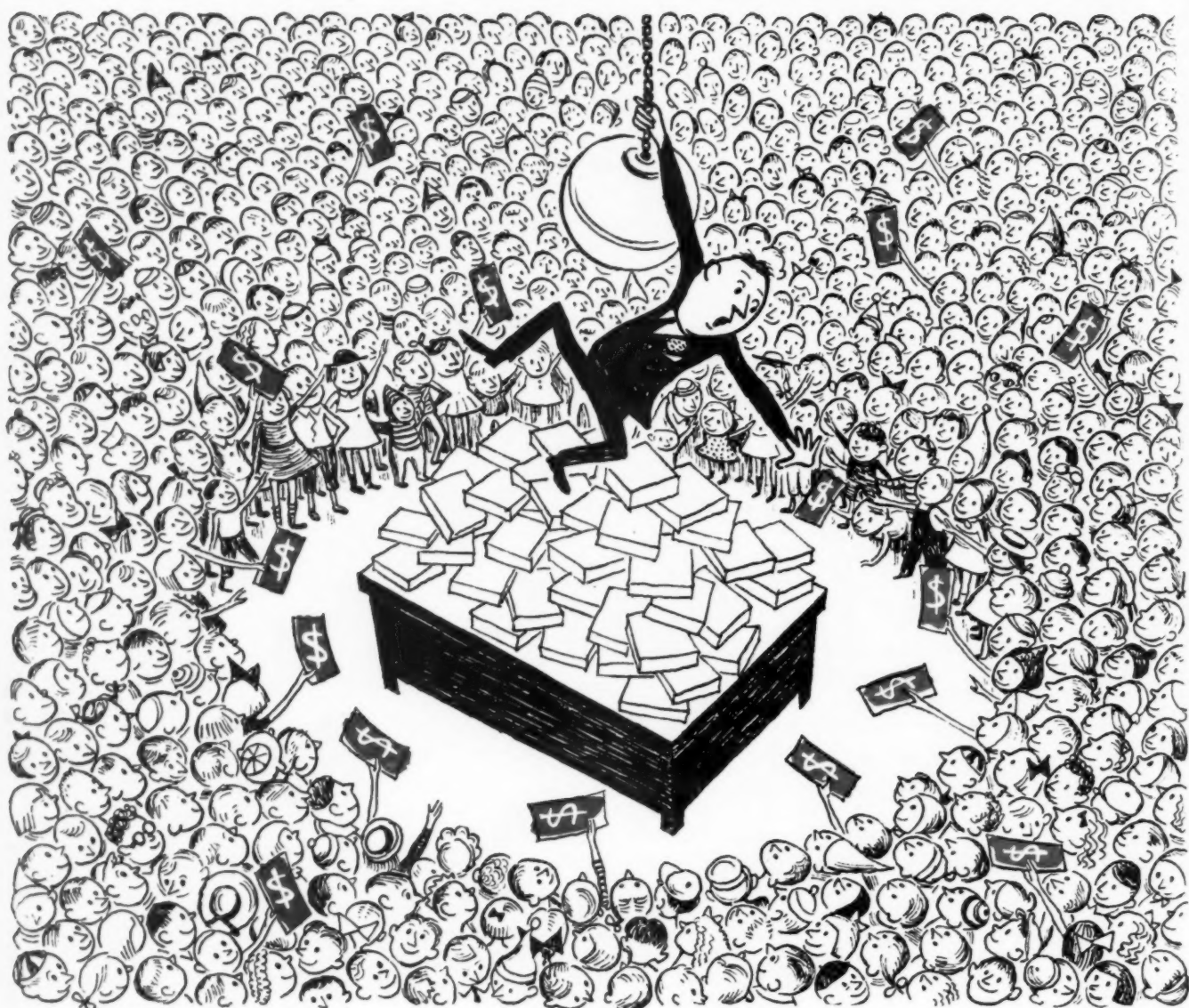
HERE'S HOW LITTLE IT COSTS (U. S. A.)					
AIR MILES	2 lbs.	5 lbs.	25 lbs.	40 lbs.	Over 40 lbs. Cents per lb.
149	\$1.00	\$1.00	\$1.00	\$1.33	3.57
349	1.02	1.18	2.30	3.68	9.21
549	1.07	1.42	3.84	6.14	15.25
1049	1.17	1.98	7.68	12.28	30.70
2349	1.45	3.53	17.65	28.24	70.61
Over 2350	1.47	3.68	18.42	29.47	73.68



GETS THERE FIRST

Write Today for new Time and Rate Schedule on Air Express. It contains illuminating facts to help you solve many a shipping problem. Air Express Division, Railway Express Agency, 230 Park Ave., N. Y. 17. Or ask for it at any Airline or Railway Express office.

Phone AIR EXPRESS DIVISION, RAILWAY EXPRESS AGENCY
Representing the AIRLINES of the United States



"Sure, we know what we're after"

Apparently the only people who aren't amazed to find out that three-quarters of young America have clearly defined brand preferences are the Stewart Brown & Associates interviewers. Very calmly — scientifically — following U.S. Census population distribution, not the circulation of Comic Magazines — these interviewers talked person-to-person, and no parents present, with over 5,000 young Americans between the ages of eight and twenty, a true sample of the 30 million young Americans in this age group.

Clearly defined brand preferences — that was one discovery. And here's another: three out of every four young Americans read Comic Magazines, *prefer* to read Comic Magazines — in fact, call Comic Magazines their *favorite* reading matter!

These young Americans — these Comic Magazine readers — spend millions of dollars a year and influence the spending of millions more. Reach them regularly in the magazines they like to read — the Comic Magazines.

Call or write and ask to see "Brand Preferences of Young America," a study of mass-selling products in 26 large classifications — bicycles to breakfast foods — based on over 5,000 personal interviews, uninfluenced by parents, in 41 urban areas coast to coast, prepared for the National Comics Group by Stewart Brown & Associates.

Ask to see this survey now

THE NATIONAL COMICS GROUP

Action Comics	Batman	Funny Stuff	Sensation Comics
Adventure Comics	Boy Commandos	Green Lanterns	Star Spangled Comics
All American Comics	Buzzy	Leading Comics	Superman
All Flash Comics	Comic Cavalcade	More Fun Comics	Wonder Woman
All Funny Comics	Detective Comics	Mutt and Jeff	World's Finest Comics
All Star Comics	Flash Comics	Real Fact Comics	
Animal Antics	Funny Folk	Real Screen Comics	

The National Comics Group is currently comprised of 26 outstanding comic magazines which carry the Superman DC symbol on their covers as identification of the best in comic reading.



Represented Nationally By
RICHARD A. FELDON & CO., INC.
205 E. 42nd St., New York City

SALES MANAGEMENT



sessions are from 8:45 A.M. to noon and from 1:15 to 4:30 P.M. A Public speaking class meets every Monday evening from 6 till 9.

The faculty consists of 14 instructors, each of whom is a specialist in his subject. There is also a group of counselors, composed of junior executives and department heads.

Emphasis is more on servicing accounts and clients than on salesmanship, although the latter is not entirely neglected. During the first six weeks, students study the coverages provided by the company's policies and bonds and learn how to use manuals and other aids in connection with the correct issuance of such policies, including the proper premiums charged. This is done as far as possible by means of class discussion based on actual cases and examples.

Students are assigned home work and are required to study textbooks and other media. But when they come to class, instead of being questioned on lesson assignments, or lectured to,

they are given cases which illustrate the principles studied. The class work thus becomes a discussion period. During the second part of the course, they study the application of these coverages to problems and surveys.

"In short," Mr. Pierce says, "we teach a knowledge of the product first and then teach the marketing of it. By marketing we mean all of the functions of underwriting: production, claim service, and administration. Emphasis is not so much on selling as on how we serve the public, and on how, within this objective, we must exercise the ingenuity and skills which enable us to merit a profit."

Students are required to take an examination at the beginning of the course, at intervals during the course, and at the end of the course. They are graded daily on class discussion, problem assignments, attention, perception, and other factors. Assignments for home work are made daily and papers must be handed in on the following morning. Mr. Pierce makes these as-

PARDON US

**Some New Customers
Are Waiting For You**
*if your business is something
to eat or drink*

... or something to wear, or just about anything. Here's a market that really responds to the "invitation to buy." For the Negro looks to his race press with confidence and loyalty. Your advertising in these papers can win the response and regular patronage of this 7 billion dollar market. Get the facts on some of the success stories built by advertising in this live field. Drop a letter or post card today to

Interstate United Newspapers, Inc.
545 FIFTH AVENUE, NEW YORK

EYE-CATCHERS

FREE! collection adv.
World's greatest
photos. All lines
business... All situations.
Top models... fine photog-
raphy. Multiples pull of pro-
motions. Shot new each
month. 10,000 subjects avail-
able. Money saving subscrip-
tion plan NOT STOCK PIC-
TURES. FREE proofs and
details on request. No obli-
gation. No salesmen.



EYE-CATCHERS, Inc.
107 1/2 E. 38 St., N. Y. 16, N. Y.

OFF TO A GOOD
START IN

ST. LOUIS

AT

HOTEL LENNOX

WASHINGTON AT NINTH



SALES MANAGER

Seasoned executive with excel-
lent background in Sales, Adver-
tising, Research, and Production
desires immediate connection or
will take on established lines in St.
Louis area. Technical education.
Best of references. Box 2258,
Sales Management, 386 Fourth
Ave., New York 16, N. Y.

HOLLYWOOD Ad Art

Your product posed against
filmland's sure-fire background

Write: A. B. Laing—12 years of satisfactory
service to advertisers from 3626 Lankershim
Boulevard, Hollywood, California. (Su. 2-2575)

signments and grades the papers. He also confers with the instructors concerning the written work, to keep them apprised of the students' progress in this respect. Students are given a "study procedure" to guide them in preparing their lessons.

The training school has been approved by the Veterans Administration so that veterans who take the course are entitled to the compensation provided for them by law.

Company employes who take the course are paid the same salaries during the school term as they were re-

ceiving at the time they were transferred to the school. Those brought to Detroit from other points are also allowed \$25 a week for expenses.

Agents and their employes who attend the school pay their own expenses, including transportation, but are granted an allowance of \$25 a week by the company to aid in defraying expenses. There is no tuition charges for any student.

Upon completion of the first 13-week course, another class will be formed immediately, and so great is the need for training, it is expected

that the school will be practically continuous for an indefinite time.

Meanwhile, numerous other training courses are being planned. One of these will be a shorter course available to agents and field men who are in need of special training or refreshing. Another, even shorter, will be conducted in each region for the benefit of agents, their field representatives, and company employes.

Another will be made available at the home office for office employes who are ambitious to become sales or claims representatives and who possess satisfactory qualifications. They will have to be recommended by their department heads and to demonstrate their ability and willingness to study in spare time, probably in the evening.

BRIDGEPORT

Gateway to New England

The POST-TELEGRAM penetrates the Bridgeport Market from top to bottom—enjoying a 92% Coverage of the A.B.C. City and Retail Trading Zone.

This is the kind of Coverage that develops maximum sales, and is the kind of Coverage that manufacturers will need in order to obtain peak production which, in turn, insures peak employment.

The POST-TELEGRAM

Gateway to Bridgeport pocketbooks

Represented nationally By PAUL BLOCK & ASSOCIATES

SM's Dept. of Correction

Editor, SALES MANAGEMENT:

See Chart III, page 118, January 15 SM. Steps 2 and 3?

New York, N. Y.
A. T. S.

(A. T. S. refers to "First Steps in Learning How to Use Aptitude Tests for Salesmen." The answer: gremlins in the print shop. Pure as a field of lilies when okayed in the editorial offices, the heads on the summary box, "How to Begin Using Personnel Tests for Salesmen" were scrambled by an addled makeup man. Copy should have read:

- Step 1: Analyze Duties and Company Requirements.
- Step 2: Review Company Standards in Judging Successful Sales Representatives.
- Step 3: Prepare Personnel Tests Suited to the Requirements of the Company.
- Step 4: Make Preliminary Trial of Tests.
- Step 5: Install the Tests.
- Step 6: Check Results.

THE EDITORS.)

DISTRICT SALES MANAGER FOR METROPOLITAN NEW YORK

Must have thorough knowledge of business systems and equipment.

Unusual opportunity to develop with rapidly growing organization.

Give full details of experience, remuneration desired and telephone number. Box 2261, Sales Management, 386 Fourth Ave., New York 16, N. Y.

When you write promotion for home furnishings, think of your prospect as a person struggling with the problem of achieving a pleasing and livable room. Then you'll realize why the unselfish approach is so important in this field. Women need and want decorating advice.



ENSEMBLE APPROACH: Dunbar sponsors booklets teaching principles of good decorating. They contain no advertising, but pictures like this one show their furniture properly used. At left: a Siesel-designed promotion piece on home decoration.



How to Kindle a Spark in the Eye Of a Home Furnishings Buyer

BY HAROLD J. SIESEL
President, Harold J. Siesel Co.,
New York City

IF we are to attain that hoped-for national income of 140 billion dollars, products for the home should make up at least 5½ billion dollars of that amount. While large, the figure does not represent too great a percentage of the whole. But to attain it, a good selling job must be done.

Tough as that selling job will be in the competitive post-war period, the market has one soft spot which permits fairly easy penetration. There are so

many ways in which the seller may be "selfishly altruistic," a quality which pays dividends in this field. It is this fact which permits manufacturers and dealers to win a sympathetic hearing from their customers.

Furnishing a home represents a relatively impressive investment for the average person. Furnishing even a single room (a nursery, college bedroom, bachelor girl apartment) can run into money. The responsibility of choosing furnishings is often a be-

wildering one, and the customer wants an expert's help.

"Will these things fit into our home? Will they harmonize? Will the rest of the family like them? Will they suit us 10 years from now? How shall I use them . . . arrange them? What colors shall I select? Shall we buy as cheaply as possible, so that we can discard the things after a few years, or shall we spend more and keep them for a lifetime?" Some, or all, of these questions arise in the mind of the purchaser of anything from a table to a houseful of furnishings. The uneasiness engendered by the questions is sometimes communicated to the salesman. Even under the most favorable of circumstances, the "can't-make-up-

Postwar conditions have raised a host of new problems for manufacturers, retailers, service organizations...and consumers. How well many of these problems are solved depends largely on how efficiently advertising does its job. For example:

to get results quickly

These days you want your advertising to work fast. And the fastest way to sell a product or an idea is to advertise in today's newspaper. That's natural...because newspapers themselves are fast moving, quick acting,

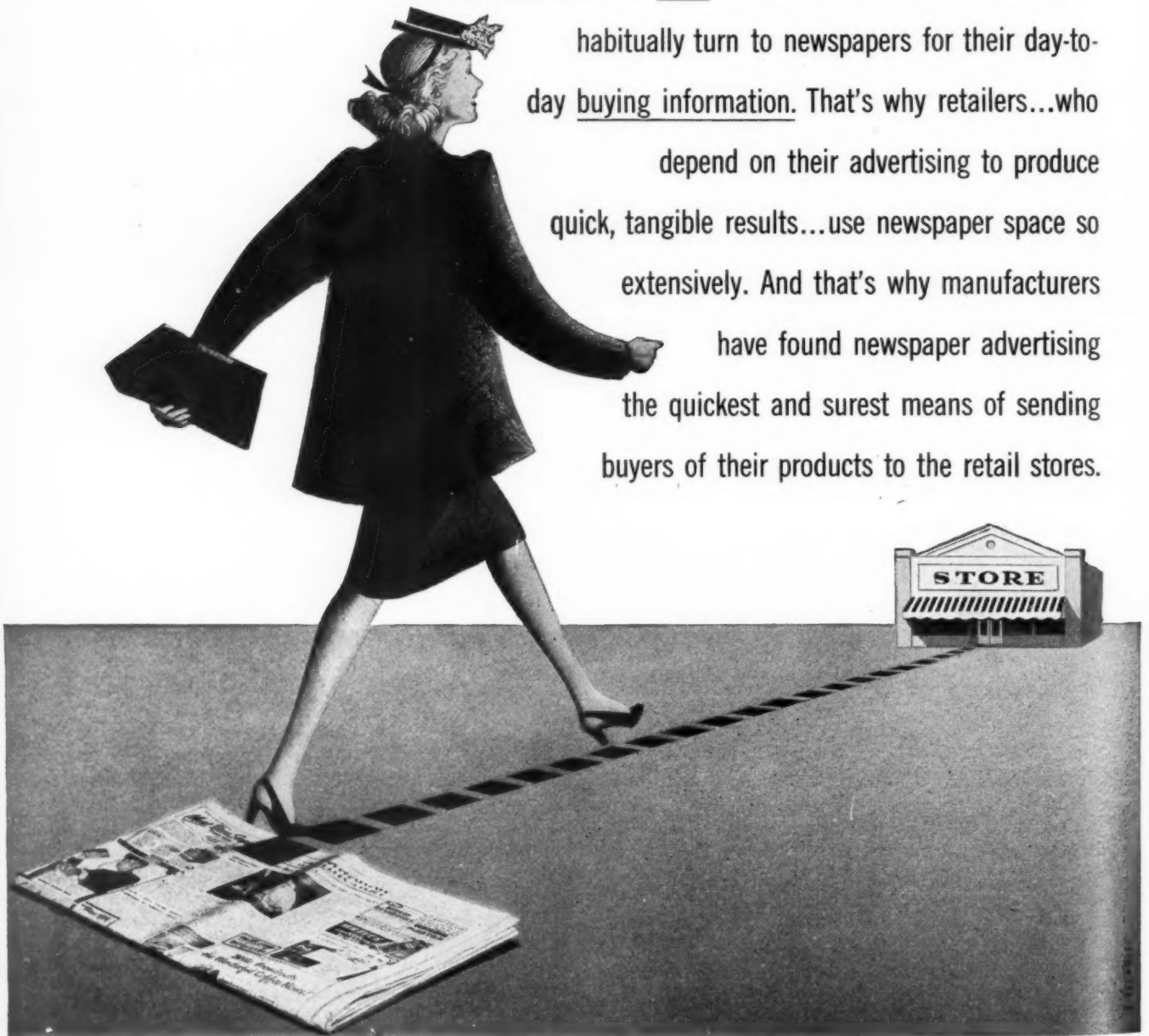
serving today's needs today...and because people everywhere

habitually turn to newspapers for their day-to-day buying information. That's why retailers...who

depend on their advertising to produce quick, tangible results...use newspaper space so

extensively. And that's why manufacturers

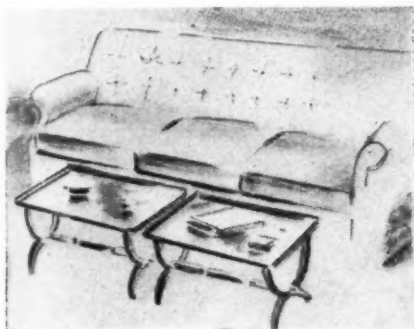
have found newspaper advertising the quickest and surest means of sending buyers of their products to the retail stores.



Prepared by the Bureau of Advertising, A. N. P. A., and published by The Detroit News in the interest of more effective advertising

my-mind" attitude of the customer is disturbing to the salesman.

Anything which can be given to the prospect or customer (usually a woman) to help her answer these questions, or to bring to a head her half-formed decisions, is a useful selling tool. A booklet which gives her needed information in an easily assimilated form comes in this class. If she is thinking of going in for period furniture, she may welcome a capsule decorating course—something which



IDEAS FOR HOMEMAKERS: Brandt's booklet, "A Sketchbook of Tables and How to Use Them," provides simple sketches showing proper place of tables in home decoration.

she may take home with her to study. If it appears that her hobby, say collecting silver, is going to run into a considerable investment, she not only needs information, but something to bolster her decision to enter this field. It might be a brochure or a set of prints—something to familiarize her with the type of thing she wants to collect, if only to the point of talking convincingly enough about it to justify her expenditures to her husband. Then there are the methods of making it easy to visualize pieces of furniture in the home, and of making it possible to select colors which go well together, without taking samples from one department to the other, and even from one store to the other.

Preparing material of this kind which is really useful, rather than material which merely glorifies the manufacturer's or retailer's merchandise, takes forethought and planning, but it pays.

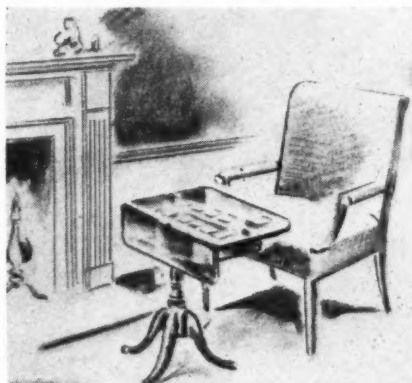
Generally speaking, such material has wider application when addressed directly to the consumer. This does not mean that the instruction in it cannot be profitably absorbed by dealers and their salespeople, many of whom could use additional training in their field. "Reading over the consumer's shoulder," an inexperienced salesperson often can do a creditable selling job for the

manufacturer. Both types of readers can benefit from a book on how to select, use and care for the product.

Outlined below are some examples of this type of "altruistically selfish" material, supplied by members of the furnishing world. In each instance, the assistance may be provided through the retailer, thus improving manufacturer-dealer relations, as well as consumer-dealer relations. And in each case, the material answers a specific need on the part of the shopper.

THE CUSTOMER WANTS:*

1. **Decorating Tips**, especially on "How to Use" the particular item she is purchasing. The Brandt Cabinet Works, Inc., Hagerstown, Md., supplied this in the form of "A Sketchbook of Tables and How to Use Them." The 24-page illustrated book-



let tells the history of tables from early times, and gives useful information on such subjects as: "How to Use Tables with Sofas . . . at the Fireplace . . . in Corners . . . with Chairs . . . with Windows;" "How to Care for Fine Tables;" and "Accessories for Tables." The pictures make it easy to grasp the advice given. There is an insert in the center of the book, showing and describing some of the firm's own tables, including a drop-leaf extension table with many uses. But the booklet is primarily slanted toward helping the consumer. Naturally, it is helpful also to the retailer, through whom it is distributed—both as a goodwill-earner, and as a means of educating salespeople.

2. **Help in Ensemble Buying**, or in buying furniture, fabrics and wall coverings which go well together. Dunbar Furniture Co., Berne, Ind., gives some good advice along this line in two booklets, one covering both 18th Century and Modern, and the

* The first seven listings were prepared by the Harold J. Siesel Co.

Goodyear Plans \$4,000,000 Development in Akron



You can be sure of one thing: Akron is going to remain the "rubber research center" of the world.

Millions of dollars have been invested in research laboratories and equipment in Akron, and recently Goodyear Tire and Rubber Company announced a \$4,000,000 industrial building program. Of this amount, \$3,000,000 is to be spent for a new plastics processing laboratory and plant and \$1,000,000 for a new chemical products development laboratory.

Altogether, six major laboratories are now operating in Akron. This is a field that will continue to grow in years to come, for when research stops, progress stops.

This natural development from the birthplace of the rubber manufacturing industry is another reason why Akron is a rich, free-spending market. A market to top your list of sales promotions.



JOHN S. KNIGHT, publisher

Represented by:

STORY, BROOKS & FINLEY

New York Philadelphia Chicago
Cleveland Los Angeles Atlanta

other covering Modern alone. The booklet, "Enduring Modern—Its Place in the Home of Today," shows how to group furniture, contains tips on combinations of pattern, stripe and plain color, of fabrics and wallpapers. Much of the information is presented categorically, under "Do's-and-Don'ts" headings. Example: "If one fabric or the wallpaper is multi-colored pattern, use self-colored pattern or stripe to gain interest." The illustrations put across the points covered, so that they are easily understood. There's no mention of Dunbar in these booklets, though their furniture is shown in the pictures.

3. Advice on Collecting such items as silverware, fine glassware and china, and antiques. An informative booklet, nicely presented, may be al-

most a collector's item in itself. James Robinson, New York City dealers in Old English silver and reproductions, has won friends with two booklets. One contains an essay on collecting silver, "Silver Magpies." It first appeared as an article in *The Atlantic Monthly*. The other, "Antique English Silver Miniatures," was written by Edward Munves, the firm's president, in connection with an exhibition of silver miniatures, shown for the benefit of the British War Relief Society. Both books are fine examples of the graphic arts, in keeping with their subject matter and the tastes of people who collect good silver.

4. Background and Historical Information on articles in the homes, especially when this is given in an interesting manner, and in a form

which makes it easy to retain. One of our clients published a series of advertisements in *Arts & Decoration*, in the form of illustrated essays, each telling the origin and history of an item of furniture. There was no selling copy except a closing sentence referring to the company's own line of 18th Century tables, chairs, sofas, etc., depending upon the kind of furniture covered in the essay. After the entire series had appeared, the insertions were bound together into a booklet, which was prized by collectors, students and lovers of fine furniture.

Somewhat along the same line was the set of 100-odd photographs attractively boxed by The Dunbar Furniture Manufacturing Co., each picture showing a grouping of fine Dunbar pieces. The photography was of a high order and the finishing was first-class. The boxed assortment was distributed through dealers (Dunbar's customers). There was no advertising, nor any written matter except a brief description of the pieces shown in each picture, with mention of uses and special features, such as "bail side handles . . . mitered sides and top," etc. The stores were allowed to buy the assortments from Dunbar at cost. Marshall Field & Co. alone bought 1,000 boxes.

5. Help in Visualizing Furnishings as They Will Appear in the Home. A woman's inability to make up her mind about a purchase is often the result of her inability to visualize the piece of furniture in her home. The Empire Ltd., Rockford, Ill., first used the scale model and floor-plan-in-scale system, through its dealers, nine years ago. A kit with scale models, graph paper and instructions made it possible for customer and salesman together to sketch rooms and furniture, thus stimulating visualization, and getting over the "can't decide" hurdle.

6. Decorating Service and Guidance. All shoppers want this, even those who patronize smaller stores. Through a specially designed album, a manufacturer of upholstered furniture made it possible for dealers to render this service, no matter how small and inexperienced their staffs might be. In this album there were illustrations showing arrangements of three pieces of furniture found in the average living room—sofa, armchair and pull-up chair. On the page opposite the illustration were color-coordinated swatches of three fabrics which could be furnished as coverings for the furniture pictured—fabrics which harmonized and complemented one another. (A bit of green in the pattern of one might be the background color of another; the gold of a stripe might be repeated in another design, etc.) Two



THE AMERICAN HOSPITAL DIRECTORY gives Administrators and Purchasing Agents, Architects and Consultants, and Public Health Officials—people who are directly concerned with hospitalization—a way to keep abreast of the facilities, availability, standards and personnel of the Nation's hospitals. The AMERICAN HOSPITAL DIRECTORY contains a listing of every available hospital in the United States and Canada, and includes detailed administrative and operational data on each institution. It presents previously unknown statistics, and comprehensive general information about hospitals and related fields.

The AMERICAN HOSPITAL DIRECTORY*, published by the American Hospital Association, is vitally necessary to the people who plan, build, and operate hospitals. To these people you must present your sales message for effective participation in both the \$1,000,000,000 annual supply and equipment sales market and the present \$2,000,000,000 hospital construction and expansion program.

For sample copy, write or telephone:

THE AMERICAN HOSPITAL DIRECTORY

18 E. DIVISION ST., CHICAGO 10, ILLINOIS • WHITEHALL 4350

*1946 Edition issued June 1st

Advertising final copy reservation March 15th

SALES MANAGEMENT

The Mountain Labored — and brought forth

a letter. *A letter from London.* A letter with a quaint reference to "quality and quantity." A letter done with a sense of British humor which has been causing many a chuckle in advertising circles since the number two aviation magazine has been showing it around. The letter was secured in a vain effort to refute the facts contained in four advertisements published by AERO DIGEST in 1945 (in *Printers' Ink*, *Advertising Age* and other leading advertising publications) which so definitely established AERO DIGEST'S EDITORIAL SUPERIORITY that the number two publication tried to disprove facts published by the Royal Aeronautical Society of London—one of the publications referred to in the four advertisements. There were three others — all in the United States — why, then, get a letter from *London* when one could have been gotten much quicker from *American* authorities at Wright Field, Chicago and Washington?

Here is a brief of the four advertisements:

No. 1 — "FICTION vs. FACT" — wherein it was shown that the Royal Aeronautical Society of London had sent to its membership, embracing the world's leading aeronautical engineers, a list of

325 articles from AERO DIGEST
199 articles from the #2 publication
A lead of 126 articles in favor of AERO DIGEST

No. 2 — "MORE PROOF OF AERO DIGEST'S EDITORIAL SUPERIORITY" — wherein it was shown that the Army Air Force Technical Data Digest, Wright Field, Ohio, used

145 quotations from AERO DIGEST
119 quotations from the #2 publication
A lead of 26 quotations in favor of AERO DIGEST

No. 3 — "THREE STRIKES AND OUT" — where in it was shown that the National Research Bureau's Aviation Digest-Index, Chicago, used

472 excerpts from AERO DIGEST
318 excerpts from the #2 publication
A lead of 154 excerpts in favor of AERO DIGEST

No. 4 — "GOVERNMENT DOCUMENT (Washington) FURTHER ESTABLISHES THE EDITORIAL SUPERIORITY OF AERO DIGEST" — wherein it was shown that

75 quotations were from AERO DIGEST
33 quotations were from the #2 publication
A lead of 42 quotations in favor of AERO DIGEST

A Total of the selections by these four leading publications shows

1017 mentions for AERO DIGEST
669 mentions for the #2 publication
A lead of 348 mentions for AERO DIGEST

• *All the letters in the world cannot disprove these facts*



AERO DIGEST

515 MADISON AVE., NEW YORK 22, N. Y.

America's Premier Aeronautical Magazine

FEBRUARY 15, 1946

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WNOX

is **FIRST** in
the **South's**
richest market

- Home of TVA
- Oakridge (Atom Bomb)
- Alcoa

Check today with
your **BRANHAM**
man for choice
of availabilities.

REPRESENTED BY
The
BRANHAM
Co.

Affiliated with
THE KNOXVILLE
NEWS-SENTINEL

WNOX

CBS • 10000 WATTS
KNOXVILLE, TENN

complete sets of color combinations were given for each grouping of furniture. With this assistance, a woman could scarcely fail to choose furnishings which would go well together.

7. **Suggestions for Window Treatments.** In each package of Cortley Curtains (Cortley Curtain Co., New York City), there is a booklet, illustrated in two colors, "Making Interesting Windows." It contains pictures and descriptions of a dozen different original window treatments. The package, in royal blue and white, is striking and attractive, and has a half-circle cellophane-covered window, showing the Ninon and marquissette curtains, some of which are tailored and some ruffled. In this instance, the package itself has sales value, since it protects, yet shows, the product, permits the customer to make her decision without using so much of the salesperson's time; the booklet—package insert—helps the customer to use the product effectively.

8. **Suggestions and Rules for Table Settings.** Will & Baumer Candle Co., Syracuse, distributes a 20-page illustrated booklet, "A Guide to Lovelier Table Settings and the Etiquette of Candlelighting," containing much useful information on table arrange-



TIPS ON CARE: Brandt promotion tells homemakers what to do about furniture damage—nicks, scratches. From "Sketch-book of Tables and How to Use Them."

ments ranging from formal to simple, family meals to wedding breakfast. The illustrations include diagrams and color photographs. Though candles are included in each treatment, the information is detailed and broad. In the back of the book, there is specific advice on how to buy and use candles. Will & Baumer also distributes a booklet called "Candlelight," which tells something of the history of lighting, with special emphasis on candles—their history, and how they are made today in the company's factory.

9. **Advice on Room Planning, from the Floor Up.** The Bigelow Weavers' "Thumbnail Decorator" and "Room Planner" enables one to make his own plans and decorate his home, through the use of an informative booklet and a graph paper chart, with advice on cutting out pieces of paper to represent the furniture, and arranging and pasting them in place. Information on a number of phases of decorating is given in the booklet, "Thumbnail Decorator," under the three main headings: Selection, Harmony and Arrangement. Floors, with which the manufacturer (Bigelow-Sanford Carpet Co.) is most concerned, come in for no more than their fair share of treatment.

10. **Something to Take Home, for Aid in Coming to a Decision.** Kaplan Furniture Co., Cambridge, Mass., prepared for retailers' handling the firm's line of Beacon Hill furniture, a 115-page book, "Beacon Hill Collection," resembling a museum catalog. Inside front and back covers are terra cotta colored maps, with line drawings showing 50 points of interest and homes in early Beacon Hill. The volume consists mainly of illustrations—photographs of items in the Beacon Hill line, shown in appropriate

FIRST IMPRESSIONS GO BY MAIL!

Be sure your letterhead gives the *right* impression of your organization. Your printer is the man who can best advise you on this important matter. Paper is an old story to him. He handles it every day. He can tell you in a flash whether it has the quality you require. For executive letterheads *ten-to-one* he will recommend Rising Parchment...



**Rising
Parchment**

*Rising
Papers*

- ✓100% rag
- ✓Super Opaque
- ✓Four Weights
- ✓Distinctive unglazed parchment finish
- ✓6 standard sizes of envelopes

When you want to **KNOW**...go to an expert!

Rising Papers

Ask your printer...he **KNOWS** paper!

Rising Paper Company, Housatonic, Mass.

settings (beside Georgian fireplaces and seen through old doorways, etc.). Captions contain bits of history, usually involving the original from which the Beacon Hill piece was reproduced.

The usual method of using the book is to lend it to a customer who can't make up her mind, with the suggestion that she take it home and study the illustration of the particular piece in which she is interested, show it to her husband, visualize the piece in her home, etc. Since the book is lent, not given, she must bring it back. Frequently she buys not only the piece in which she first became interested, but others as well. After a customer buys a Beacon Hill item, she is sent a copy of the book with a carefully worded letter; and there's evidence that she shows the book to friends with some such remark as: "Here's a picture and history of the original of our pie-crust table." There's no advertising or selling copy—not even a price.

There's nothing startlingly original about most of the examples outlined in the preceding paragraphs. But they all have in common the quality of *helpfulness*, from the customer's point of view. Complimentary references to the manufacturers' merchandise are rare among them, except by implication. In several instances, a user might have a difficult time discovering who sponsored the particular booklet or service, since the sponsors' products were not stressed to a greater extent than other related merchandise. In one sense, material of this kind benefits not only the individual manufacturer, but the entire home products field, since educating the masses and elevating standards of taste benefits all industries concerned.

Machine Shop Glossary Defines 400 Terms

A sales promotional booklet certain to have a steady use is the "Glossary of Machine Shop Terms" issued by Kropp Forge Co., Chicago, which defines 400 technical terms for buyers and users of machine forgings. The editors of Kropp's house publication, "Forgings," who prepared this 34-page booklet, also define basic types of forgings and point out the particular advantages of forgings for various jobs.

The names and addresses of the engineering representatives, as the Kropp Forge salesmen are known, are listed in the back of the booklet along with the only advertising which simply states that Kropp can supply drop, upset and flat die forgings "to your specification."

FEBRUARY 15, 1946

SHATTERING AS THE ATOMIC BOMB!

The Most Amazing Pen Ever Created!

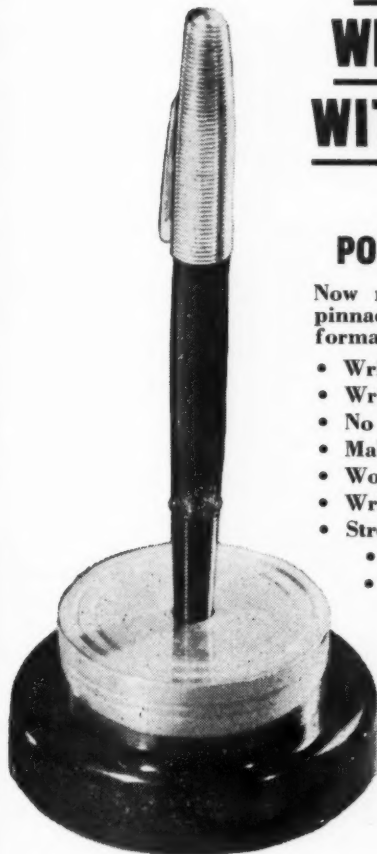
GUARANTEED TO WRITE FOR 2 YEARS WITHOUT REFILLING!

Double-Duty . . .

POCKET PEN and DESK SET!

Now ready—the Reynolds International Pen, pinnacle of pen perfection, versatility and performance!

- Writes on paper, cloth and other materials!
- Writes fine, medium or heavy!
- No smudge—no smear . . . *dries instantly!*
- Makes 4 to 8 clear carbons!
- Won't leak or drip, even in stratosphere!
- Writes under water!
- Streamline design . . . variety of colors!
 - Military-style clip!
 - Complete with modern desk stand of polished anodized aluminum!
 - Guarantee Certificate with every pen!



SAMPLE

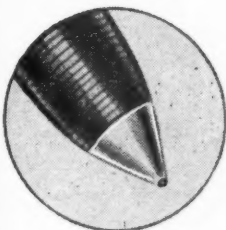
Sent Prepaid

\$12.⁵⁰

Complete with Desk Stand.

Individually packaged in
beautiful Gift Box.

(Discount allowed on sample when quantity
order is shipped.)



HERE'S THE SECRET OF SATIN-SMOOTH WRITING!

A tiny, precision-made ball does the trick! Always rolls and writes smoothly over any surface . . . no ordinary pen point to scratch, snag, bend, break or clog! So practical it eliminates need for a pencil!

IMMEDIATE DELIVERY IN QUANTITIES

AN OUTSTANDING GIFT, PREMIUM
OR INCENTIVE PROMOTION ITEM!

WRITE, WIRE OR PHONE AT ONCE
FOR INFORMATION AND QUANTITY DISCOUNTS.

NATIONAL SALES CORPORATION

Merchandise Mart, Chicago 54, Ill.

Long Distance Telephone: SUPERIOR 6790



Los Angeles Starts Sales School; Plans "College of Distribution"

Veterans are learning about career opportunities in selling through an eight-week course sponsored by the Sales Managers' Association. In March there will be a new three-month course for people already in sales jobs. Ultimate aim is a longer, well-rounded academic course designed to qualify young people for careers in distribution.

THE other night, a group of veterans met at Los Angeles City College to start an eight-week course in salesmanship. Some of them admitted prejudice. "It's a racket," they say, or "I won't have to study—I can always get a job selling." Those who resisted selling as a career were sold on this study by sales executives with a short and simple argument:

"A good many of us, now sales managers, did not know that we could sell before we had a chance to try it, and now we like selling because it was our way of succeeding. You may be like that, so try this free course of 16 night lessons and find out what selling really is—how many different kinds of selling there are. If you are still against it, your decision will be made on knowledge, while if you believe your career lies in this field, you will have learned enough about salesmanship to apply for a job."

Enrollment Made Easy

By filling out and mailing a short enrollment blank, the veteran was enrolled. Blanks were placed in employment offices and other gathering places; the newspapers gave publicity. Classes were open to women vets and to any other young people.

This short-term educational course is practically an emergency project, because the vets are piling into Southern California at a great rate. Los Angeles has a vastly expanded industry making products that must be sold. And sales managers find it hard to hire young people to learn selling, because of their misconceptions.

When the Sales Managers Association of Los Angeles set up an educational committee last summer, its members understood that they were dealing with a problem that dated back at least a dozen years, and which would require a basic, long-range solution. More than half the Nation's jobs are in distribution and the sales-

men are the man-power of distribution.

This man-power began to shrink during the depression when there was a smaller volume of goods to be sold and fewer young people were trained. Then came the war, with its seller's market. Servicemen heard much about preparing for life by learning trades and professions while in uniform. But among all the vocations offered, distribution and selling were largely absent.

Expands Program

And so, Los Angeles sales executives, working in committee, organized this free eight-week course, and buttressed it with a \$10 three-month course, to start in March, for men and women already holding sales jobs. They are now working toward a College of Distribution, where an academic course of two or three years will give the student true professional standing, as well as preparation in keeping with the complexities of present-day distributive functions.

A diploma? Yes, or the equivalent.

Also an acceptance for trained men now largely absent among employers. One reason for the dearth of good recruits, these same executives admit, is that employers have not given preference to young people who have trained for selling.

"What salesmanship is—how the wheels go round," was the theme with which the short course started. After that, there were many X factors, in what to teach, how to teach it.

This is distributive education under the George-Deen Act, and therefore, partly financed by Federal funds, partly by city and state funds. Working closely on the scheme of studies were technical men like P. W. Thelander, in charge of George-Deen activities in city schools, and Willis M. Kenealy, regional supervisor of George-Deen education for the California State Board of Education.

It was decided that the lessons should start on the "drawing out"

rather than the "pouring in" principle; that is, instead of lectures and examinations, the "case method" would be followed. This makes it possible to set up problems in different fields of selling, such as specialty, retail, wholesale, insurance, appliance, engineering, export, giving the student a glimpse of different fields to facilitate his personal decision on the kind of selling he might like better than others.

For example take this problem: The Peak Tool Manufacturing Co. wants to add small motor tools to its hand tool line, to offset slack seasons in the plant. How shall it set up a distributive system? How many salesmen will it need? How should they work?

Selling Requires Skills

With a "case" such as that, and George-Deen teachers drawn from tool selling, the young flyer with leanings toward engineering discovers that not all salesmen are door-to-door subscription agents; that engineering products must be carried through certain trade channels to reach the people who want them; that the young man capable of taking them clear through will need knowledge every bit as technical as mechanical engineering.

George-Deen teachers are soldier and sailor too. Professional teachers without business or working experience are not accepted. Merchants, sales managers, engineers, and others with business experience in the line to be taught, are not accepted either unless they have some ability to teach. When this kind of education started before the war, that type of teacher was unknown. But as George-Deen educational methods developed good teachers were not only found in all fields of distributive business, but many of them loved the new kind of work.

Another advantage of the case versus the lecture system is, that experienced sales executives can sit in the classes, and participate in the discussions. Where shall this tool company look for distributors? Jere Bradford, sales manager of the Golden West Tool Corp., can tell how different manufacturers distribute tools, regionally and nationally, and explain how sales representatives are found and compensated. With other members of the association, he has volunteered for that work.

What type salesman will this tool company need for its new line of

SALES MANAGEMENT

market
THERE'S NO PLACE
LIKE HOME

—and with the biggest home-building boom in history ahead of us, what better spot to sell 2,600,000 families everything that goes into a home than Better Homes & Gardens, the magazine that's devoted entirely to homes?



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small motor saws and drills? Mr. Bradford describes a half-dozen of his own salesmen. One is an engineer who discovered that he liked selling; another is a door-to-door salesman who liked engineering products and people; still another has been successful in selling tools to the hardware trade; another is a home workshop fellow who instinctively sells through channels that successfully reach that type customer.

This kind of teaching is a voyage of discovery to the veteran with a

prejudice against selling, because it shows him how little he really knew about the distribution of goods. Also, a voyage of discovery to teachers and participating salesmen, because they learn how best to teach these short emergency classes—the same methods will be expanded in the near future into longer courses.

While students are going through the short course, they can be observed by sales executives who also hire salespeople. They undergo a definite screening, and those who stay to the

end will have been classified for various kinds of selling in which they are most likely to succeed. Many will be referred to sales managers for hiring interviews. If they go out to sell themselves into a sales job, they will know what to find and where to look for it.

In working toward a College of Distribution, the Los Angeles sales executives are motivated by the facts in a serious regional situation. This Nation's 1944 industrial production was \$156 billion, three times that of 1939, and the 1946 dollar value is estimated at \$165 billion. The Los Angeles area has its full share. Production is in high gear. Distribution is in low gear, and under-manned. To expand as fast and as far as is necessary, distribution must have manpower, and trained manpower.

Non-Profit Organization

After the short emergency course, and the longer course for men and women who are already engaged in selling and want to know more about it, the committee decided that there must be set up regionally a project such as a clearing house which could be called a College of Distribution. It would be non-profit. Direction would be by trustees, representing every field of distribution—retail, specialty, wholesale, and so on.

This college would cooperate with all universities, colleges, high schools, technological schools, and educational authorities, to set up long-term educational courses in distribution, for different kinds of student. For example, the college graduate who has decided to make distribution a career, who could take post-graduate courses leading to a degree. Junior college courses for students who are attracted to distribution, and want to specialize in it. Extension courses to reach older people, already employed in distribution and selling, who want to learn more about it.

"Selling today is in a tail spin," sums up Harrison Matthews, electronic manufacturer, and co-chairman of the association's educational committee. "It challenges us as sales executives. We can do something about it, or we can forget it—but we cannot escape our responsibility.

"We are proud of Los Angeles, one of the Nation's leading cities. We are proud of our industrial progress. There is no one thing that we can do for our community of greater importance than to sponsor a permanent training program in distribution. That will contribute more to the economic balance and future welfare of Los Angeles than anything else sales executives could hope to do."

SALES MANAGEMENT

IN SOUTH BEND

One Does It

-AND ONLY ONE!

There is one way and only one to cover thoroughly the South Bend, Indiana market—and that is through The South Bend TRIBUNE.

It has the largest circulation (more than 83,000) of any evening newspaper in any city in America of up-to-110,000 people.

It not only covers—it literally saturates the market! No other paper even approaches its circulation in this area. Our representatives will be happy to tell you more about The TRIBUNE and the South Bend market.



NEWSPAPERS GET IMMEDIATE ACTION!

STORY, BROOKS & FINLEY, INC. • NATIONAL REPRESENTATIVES

TOP COVERAGE *of*

PACIFIC COAST "A" MARKETS

At A Preferential Group-Rate, With Just One Order, One Operation !

Your Message in the West's Three
Great Sunday Newspapers Reaches
Over 1,500,000 Responsive Families for
Just a Fraction of a Cent Per Reader !

YOUR CHOICE OF:

- "RUN OF PAPER" Black - and - White
(Main News, Sports, Smart Set).
- "PICTORIAL REVIEW" Color or Black-
and - White — 1,000 Line Units Only.



THE BIG THREE

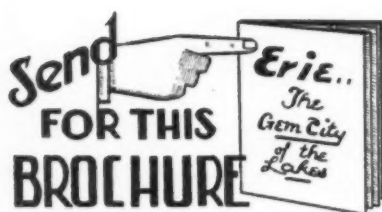


Pacific Coast Sunday Group

NATIONAL REPRESENTATIVES: HEARST ADVERTISING SERVICE

We have the answer to your questions about **ERIE** Pennsylvania's **\$91,000,000 MARKET**

The new DISPATCH-HERALD Research Department is in full swing. Designed as a help for national advertisers and their agencies, it becomes the authorized source of information for any desired data, market facts or figures relating to this third most important market in Pennsylvania. Its value will depend upon your use. If you have a marketing or sales question about Erie, Pa., ask the Dispatch-Herald—the Dispatch-Herald ALONE is all you need.



Population figures and standards of living

Retail and wholesale trade volume

Pertinent over-all facts on Erie trading area

And volume of industry and payrolls

—to name part of its contents

The new
ERIE DISPATCH-HERALD

Represented Nationally by

WARD GRIFFITH COMPANY, INC.

NEW YORK
DETROIT

CHICAGO
ATLANTA

BOSTON
SAN FRANCISCO

Readers' Service Can Furnish These Reprints

Send order with remittances, to Readers' Service Bureau, SALES MANAGEMENT, 386 Fourth Ave., New York 16, N. Y. These reprints may be ordered by number.

120—*Millions of Jobs, but Only If We SELL! . . . SELL! . . . SELL!*, by William A. Matheson. (Price 5c)

118—*New Management Patterns to Meet Tomorrow's Scramble for Sales*, by Burton Bigelow. (Price 10c)

117—*A Selected Reading List for Professional Salesmen*, by James Bender. (Price 5c)

116—*Frame Your Compensation Plan to Encourage More Selective Selling*, by Kevin J. Solon. (Price 5c)

115—*Fourteen Keys to the Building of Better Sales Presentations*, by Harry Singer. (Price 5c)

113—*How to Hold a Press Conference —A Primer for Management Men*, by James W. Irwin. (Price 5c)

112—*Six Sound Reasons Why You Should Use a Patterned Interview in Hiring Men*, by Robert N. McMurry. (Price 5c)

110—*A Four-Pronged Plan for Recruiting The Post-War Selling Force*, by Harold D. Laidley. (Price 5c)

109—*Legal Angles to Watch in Your Contracts with Sales Agents*, by Leo T. Parker. (Price 5c)

108—*How to Keep Out of Hot Water in Writing Salesmen's Contracts*, by Leo T. Parker. (Price 5c)

107—*The Job of the Sales Departments*. (A chart) (Price 5c)

106—*The Job of the Advertising Department*. (A Chart) (Price 5c)

105—*Nineteen Questions About Aptitude Testing*. (Price 3c)

103—*A Time-Saver List of Sources for Maps for Sales Executives*. (Price 10c)

100—*Five Practical Plans for Training Retail Salespeople*, a reprint of five articles by James C. Cumming which have appeared recently in SALES MANAGEMENT. (Price 10c)

95—*GI Joe Asks "Shall I Seek a Career in Selling After the War?"* by Burton Bigelow. (Price 5c)

93—*The Bureau of Foreign and Domestic Commerce—How It Can Help You*, by A. R. Hahn. (Price 10c)

89—*A Selected List of Information Sources for the Business Man*, by W. C. Hansen. (Price 10c)

88—*The Smash-Hit Press Party: News Sense and Showmanship Make It*, by A. B. Ecke. (Price 5c)

87—*How and Why U. S. Rubber Adopted Conference Training for Salesmen*, by A. B. Ecke. (Price 5c)

SALES MANAGEMENT

The \$8,000,000,000 Textile Industry: Is It Ripe for Brand Name Promotion?

Consumers are fighting to buy today, but the hosiery industry doesn't have to sniff twice to smell hot competition in the offing. National brands have achieved a firm foothold in this field, and we can expect to see intensified brand promotion in the future.

BY JAMES C. CUMMING

John A. Cairns & Co.
New York City

FREQUENTLY you'll hear an old die-hard advance as an argument against textile sales promotion the similarity of the products in the industry. His reasoning will run that it's useless to promote one rayon or cotton or wool fabric, when it's just like the similar product of any other mill.

The sales promotional work of the hosiery manufacturers backs this line of thinking right off the map. Here's a line of products that's almost monotonously alike, but among which individual identity has been established to such an extent that women swear by brand names that represent satisfaction to them.

Special Features Sell Hose

Some hosiery manufacturers, of course, have introduced special features into their products and have used those features as the foundation of their sales promotional work. *Gotham*, for example, made the gold stripe—a stop-run feature—an integral part of the stocking and also of the trade name. *Belle Sharmeer* placed the emphasis of its promotional work on the proportioned length idea, and as a result the firm's sales of long and short stockings runs out of all proportion to the national average, which is a clear indication of the effectiveness of the promotional job *Belle Sharmeer* has done.

However, the lion's share of the hosiery business is done by manufacturers who claim little or no specific advantages for their products, but who depend entirely on their promotional programs to establish their identities.

Among these, the *No-Mend* program is particularly thorough. *No-Mend* has advertised in *Underwear and Hosiery Review* without interruption for 17 years, but does no national advertising. Instead, the firm depends on its retailers to promote *No-Mend Hosiery* to consumers.

To get them to do this, *No-Mend* prepares a year-round promotional calendar that keeps the retailer's hosiery department active practically every month of the year. To back up the calendar, *No-Mend* designs elaborate gift boxes for important dates such as Easter, Mother's Day and Christmas. To stimulate promotion during otherwise dull months, new colors are frequently introduced with a fanfare of publicity-getting ideas. For example, *No-Mend* once introduced a new color which was named "praline." In introducing it to their customers, many stores, at *No-Mend's* suggestion, had a Mammy in the hosiery department who gave candy pralines to the women who bought the stockings.

No-Mend sells on an exclusive basis. In selecting retailers, the firm has aimed for the best department store in each city. Of course the company doesn't always get the best one, but it has proved to its own satisfaction that it can get more business from any city by lining up a specific store in that city that will work closely with it, than it can by selling on an unrestricted basis.

Demonstrators Train Clerks

The *No-Mend* program for training hosiery salespeople includes traveling demonstrators whose purpose is to train the salesgirls in the stores on which they call. Further, because of *No-Mend's* one-store-in-a-city selling policy, the firm's advertising budget is devoted to fifty-fifty cooperation with its retailers.

Berkshire, one of the largest hosiery mills in the country, is noted for its plan of distribution through about 30 of the country's leading wholesalers. *Berkshire* stockings are also sold direct to large retailers, but the bulk of the volume goes through the wholesale distributors. Small space in mass media and full pages in class publications are used to advertise *Berkshire* hosiery.

Mojud Hosiery built its very sizable volume on the foundation of a broad program of retail promotion. The objective was to get *Mojud* into thousands of small neighborhood stores. To do this the company prepared a promotional program that included everything the small retailer could use to promote hosiery. It gave him newspaper mats and display cards carrying impressive seasonal messages about *Mojud Hosiery*. It told him how to organize a *Mojud Hosiery Club*, and gave him the materials he would need to promote it. It even told him how to keep his stock records and how to train his salespeople.

The *Mojud* salesmen made as big a point of the promotional program as they did of the quality and advantages of *Mojud Hosiery*. They carried elaborate portfolios that presented the program in detail, and there is no question that many retailers decided to put in the *Mojud* line in order to get the promotional assistance *Mojud* offered.

Small Ad Space Sells

More recently *Mojud* has been doing national advertising, using small space very effectively in mass circulation magazines. And *Mojud Hosiery* has been appearing in important department stores as well as in neighborhood shops.

Hudson Hosiery Co. is an interesting example of a firm that has developed a strong national brand after years of selling under private brand labels exclusively. *Hudson* began national advertising early in 1944, using such publications as *Vogue*, *Mademoiselle*, *Charm*, and *McCall's*.

The *Hudson* distribution plan was to market its national brand through about 250 department stores, using the retailers in the Allied Stores group as a nucleus. To supply ammunition to the salespeople in these stores, *Hudson* sends out an attractive brochure called "Beauty in the Making, the Story of *Hudson Hosiery*." It uses photographs to tell the salesgirl how *Hudson Hosiery* is made, but it doesn't stop there. The main emphasis of the brochure is on the section titled, "Secrets of a Successful Hosiery Sale."

The first picture caption in this section gives the cue to all of it: "When your customer says '9½, please,' ask her what length she wears. Length is extremely important for correct fit and longer wear. That's why *Hudson* has



EMPLOYMENT NOW AT ALL-TIME HIGH

TO meet an unprecedented demand for fine optical equipment, the Shuron Co. is expanding operations to manufacture its *largest peacetime volume* of mountings for Shurset Ful-Vue glasses, lenses and lense grinding machines.

EMPLOYMENT of skilled, well-paid optical craftsmen is already *50% higher* than in 1940—will increase *still more* as soon as expansion is completed!

ONLY 12 other cities equal Rochester's value of industrial production. But *Rochester's per capita value is highest of all!* These skilled, high-wage, finished product workers *make more, spend more* to live better!

GOOD living also prevails throughout the rest of the 655,000 Rochester market of 267 prosperous communities and one of the richest farm areas in the East—all *dominantly* covered by Rochester's two fine newspapers!

Known throughout the nation, these products help give Rochester highest per capita value of manufactured products among all the large cities!



Adler-Rochester Clothes
Bausch & Lomb Optical Goods
Beech-Nut Coffee
Blue Label Ketchup
Bond Clothes
Clapp Baby Foods
Cutler Mail Chutes
Delco Automatic Heat
Eastman Kodaks
Evening in Paris Cosmetics
Fanny Farmer Candies
Fashion Park Clothes
French's Mustard
General Railway Signals
Gleason Gear Cutters
G-M Auto Accessories
Graflex Cameras
Hickey-Freeman Clothes
Hickok Belts and Braces
Mason & Hamlin Pianos
Matrix Shoes
Michaels-Stern Clothes
Pfaudler Glass-lined Tanks
Ritter Dentist's Equipment
Shuron Glasses
Snider's Catsup
Stromberg-Carlson Radios
Superba Cravats
Taylor Thermometers
Timely Clothes
Todd Protectographs
Women's Arch-Aid Shoes

just created a new shorter length for the petite woman. This completes our line of proportioned hosiery, correctly tailored to fit three distinct types: the average, the tall, and the diminutive. The right proportioned length prevents bagging at the knee, wrinkling at the ankle." The other picture captions continue with their emphasis on how to sell hosiery successfully. And also included in the brochure is the current national advertising.

In practically every field there is one manufacturer who has pitched his product above competition. In hosiery, that manufacturer is *Art-Craft*. Art-Craft Hosiery is definitely high style. It is sold direct, on an exclusive basis, to such stores as Neiman-Marcus, Dallas, and J. W. Robinson, Los Angeles, at about \$2 per dozen more than competition. Promotion is based on the introduction of a new color every three months, and on advertising in *Vogue* and *Harper's Bazaar*.

Hollywood's Hosiery

Another similar product is the hosiery made by *Henry Bryan* of Chattanooga. This firm has concentrated its promotional work on the stars and studios of Hollywood with such success that Henry Bryan Hosiery is the number one stocking with the studios. Recently Henry Bryan began national advertising featuring *Salvatore Dali* art work, which is puzzling because it ignores the obvious advantage of the prestige of the product's position in Hollywood.

In addition to the brands we have described, which stand on their own promotional feet, there are several hosiery brands that are members of important textile families and that use the family promotion for support. Kayser and Van Raalte are examples of such hosiery brands. So are Cannon and Quaker, which even went so far, when they first introduced their hosiery, as to tell stores they'd have to take their hosiery in order to get their towels or their curtains. This selling tactic ignored the fact that the average retail hosiery buyer doesn't care much about whether the towel department or the curtain department is able to get a particular line of merchandise, and therefore it didn't work. Cannon now sells through distributors.

Real Silk is in a class by itself, because of its plan of selling through door-to-door salesmen. This firm promotes through large space national advertising in mass publications, and has recently been broadening its retail lines—taking on slips, ties, socks and similar items—to give its representatives a wider line to sell. Trojan Hosiery Co., a subsidiary of Real Silk

TIMES-UNION Evening	DEMOCRAT & CHRONICLE Morning and Sunday
Two of 21 Gannett Newspapers	
Representative—J. P. McKinney & Son	
Los Angeles Chicago San Francisco New York	

Hosiery Mills, sells retailers under private brand labels when Real Silk produces beyond the capacity of its sales representatives to sell.

The manufacturers whose promotional work we have discussed so far have been makers of full-fashioned hosiery. Some of them also make seamless or circular-knit stockings, but their advertising is concentrated on full-fashioned promotion. This is natural, because until lately full-fashioned hosiery was definitely the quality product, and seamless goods were regarded as a very cheap imitation and were sold unbranded through chain stores.

Nylon Enters the Field

Recently two new developments already have had important promotional repercussions. The first development was the introduction by Scott & Williams of an improved machine for making better quality circular-knit hosiery. The second—the introduction of nylon. Since a nylon stocking springs back into its boarded shape after each washing, the advantage of better fit and shapeliness which full-fashioned hosiery formerly possessed would seem about to disappear.

The largest producer of circular-knit hosiery is the Hanes Hosiery Mills Co., Winston-Salem. Until a few years ago Hanes stockings were sold entirely under private brand labels through such chains as Woolworth, Kress, J. C. Penney, Sears, Ward's, McLellan's, and Newberry's. The price to the chain was \$2 to \$2.50 per dozen.

With the advent of the new Scott & Williams machines, Hanes decided to put out a brand of its own, without disturbing its private brand business. National advertising in steadily increasing amounts was put behind the Hanes brand, until today a large proportion of the total volume of the Hanes mill is sold under the national label. The advertising, in *Harper's Bazaar*, *Mademoiselle*, *Seventeen*, and

similar magazines, uses modern art work by such artists as Bobri and emphasizes the essential point of difference between Hanes and other makes of hosiery—the no-seam feature.

The future possibilities for sales promotion in the hosiery field are clearly indicated by what Hudson and Hanes have done. There are still many mills whose products are sold unbranded or under private brand labels. The Golden Belt Mills, Durham, N. C.; Oak Brook Mills, Reading, Pa., and Kraemer Hosiery, Nazareth, Pa., are among the big producers of unbranded hosiery. So is May, McEwen,

Kaiser, but this mill also has its own national brand—Cameo—and has begun to promote it. Similarly Pohatcong Hosiery Co., another big producer of unbranded goods, has begun to use the Athena name. And National Hosiery Mills gives its "Round the Clock" brand to one store in a city, while it sells unbranded hosiery to the city's other retailers.

This year, with nylon hosiery returning in volume and with mills again becoming competitive, should see more hosiery being identified with mill brands and more promotion being used to establish brand identities.

Nylon Stockings...

ARE IN PRODUCTION AGAIN!



The manufacturing of full-fashioned hosiery is one of Fort Wayne's many industries. Picture of the "looping room" at Wayne Knitting Mills—where toes and heels of women's stockings are closely looped together.

"Belle-Sharmeer stockings"... in all leg sizes... BREV for small legs; MODITE for middlin' legs; DUCHESS for tall legs... are made in Fort Wayne. Nationally known, nationally advertised, the products of Wayne Knitting Mills form the background for a steady source of employment for factory workers in Fort Wayne. Wayne Knitting Mills sells its output nationally through 15 salesmen direct to the more important retail stores all over America... employs about 1500 factory workers.

The News-Sentinel is delivered by carrier every week day to 97.8% of all homes in Fort Wayne

The News-Sentinel
Fort Wayne's "Good Evening" Newspaper
FORT WAYNE, INDIANA

REPRESENTATIVES: ALLEN-KLAPP CO. • NEW YORK—CHICAGO—DETROIT

WHAT'S NEXT IN THE TEXTILE SERIES

This is the seventeenth in the series of articles on the textile industry by James C. Cumming. Future articles which will appear in Sales Management are:

Mar. 1: Textile accessories

Mar. 15: Concluding article

When the series is complete, the whole group of articles will be reprinted in one unit.

6 Years in POULTRY TRIBUNE



- Powers a Lot of **POULTRY FARMS**

You can't afford to leave a "Two Billion Dollar Hole" in your Farm Magazine Schedule. 1944 gross farm income from Poultry and Eggs was \$2,689,000,000. (Source U.S.D.A.)

For 6 years Minneapolis-Moline Power Implement Company has found a ready response to its advertising in Poultry Tribune. The M-M message of "Modern Methods and Modern Machinery" clicks with this highly progressive and prosperous section of the farm field. Surveys show that Poultry Farms lead in mechanized equipment, and advertising lineage records show that the most favored means of reaching them is to use Poultry Tribune . . . America's Leading Specialized FARM MAGAZINE.

500,000 Circulation



**Poultry
TRIBUNE**

America's Leading Specialized FARM MAGAZINE

MEMBER: AGRICULTURAL PUBLISHERS' ASSOCIATION
AUDIT BUREAU OF CIRCULATIONS

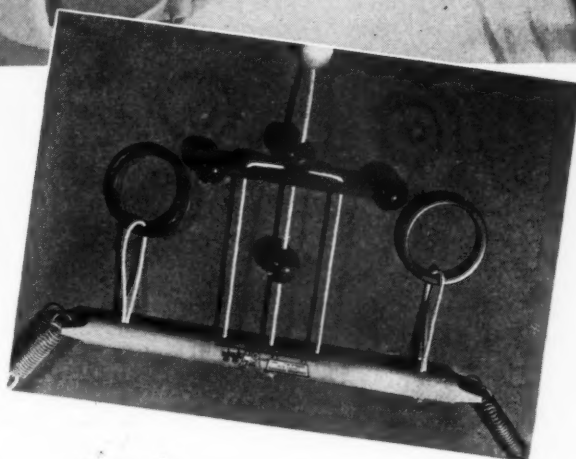
WATT PUBLISHING CO., Mount Morris, Ill.

Representatives—New York: Billingslea and Ficke—Chicago: Peck and Billingslea

SALES MANAGEMENT



BEST SELLER: Invented by a father for his twin baby daughters, the Cradle Gym gives Junior a chance to handle a variety of shapes, to learn to grasp and manipulate, even to sit up.



"Dated Toys" Ease Youngsters' Growing and Learning Woes

Childhood Interests sponsors a line of playthings in which each item is specifically timed to the emotional and educational problems of children of a specific age group. Toys are not just devices for amusement, but objects which help develop skills and personality.

If you don't get along well with people and are unsuccessful in business, maybe it's because you didn't have the right toys at the right time. That may be an exaggeration, but child psychologists are attaching great significance to the proper timing of toys. It's the principle on which the firm, Childhood Interests, Roselle, N. J., and New York City, has built excellent sales volume for a line of scientifically designed toys, prescribed to aid children at different age levels.

H. E. Miller, founder of Childhood Interests, feels so strongly on the subject that the company's toys are sold under the trade name, "Right-Time Toys." There's a "Right-Time" for every stage of a young child's development, as infant, creeper and tod-

dlar. Childhood Interests' advertising and promotion make it easy for the retailer to educate the consumer to a consciousness of the importance of selecting toys on the basis of what they will do for children of specific ages. The company furnishes mats for retail advertising, consumer booklets and other sales aids—in practically all of which the face of a clock appears prominently in conjunction with the trade name, "Right-Time."

The best-seller in the line is the Cradle Gym, a half million of which are sold each year. It is recommended for use beginning with the infant's third or fourth month, continuing throughout the rest of the first year. It consists of a trapeze-like device, to the horizontal bar of which are at-

**THEY'LL COME BACK
SURE AS THE SWALLOWS!**



Return envelopes bring back whatever they're sent out to get, in the form of inquiries, orders and checks. They will increase returns by making it easy for your customers to reply.

TENSION KNOWS HOW

**TENSION
ENVELOPES**

TENSION ENVELOPE CORP.
New York 14, N.Y. St. Louis 3, Mo.*
Minneapolis 15, Minn.*
Des Moines 14, Ia.* Kansas City 8, Mo.*
*Originally Berkowitz Envelope Co.

SALES MANAGER MATERIAL

Possibly you can provide the experience, ability, and enthusiasm required for a job that promises an almost unlimited future. The opportunity afforded depends wholly upon the results which you, personally, and later, those selected by you produce.

The unusual man we seek is probably between 28 and 35, married and a family man. Young enough to be on the way up but not old enough to be "set and satisfied".

He definitely must have a proven record of sales to department stores at the merchandise manager level, know the trade from coast to coast, and if he knows the jobbing set-up in the drug, jewelry and hardware trade, this will be a definite asset. An appreciation of advertising and merchandising is also desirable. Some travelling necessary now — more later.

Ability to proceed under own initiative while assisting the general manager of the business important. Comfortable salary until proven.

Apply in strict confidence giving complete history to: President, Box 2266, Sales Management, 386 Fourth Ave., New York 16, N. Y.

To men under 40 who WANT TO BE BRANCH MANAGERS IN 4 YEARS

Our 94-Year Old Company is ready for further expansion. Since 1940, sales per man have more than doubled. And since our business has no reconversion problems, our post-war expansion plans are already under way. This creates unusual opportunities for young men, especially war veterans, to become leaders in the growing sales staff of a nationally advertised company.

The Men We Want should combine an aptitude for sales work with a capacity for managerial responsibility. Previous experience, however, is not essential for we are equipped to train and develop such men (in four to five years) to head up our sales offices. Branch managers now holding similar positions are earning salaries that average in excess of \$10,000 a year.

Men most likely to be chosen have been college trained, are married, and are under age 40. They are ambitious to become business leaders in the communities they serve. They are men who today are doing less important work than they should be doing.

To such men, we offer a chance to become branch managers for a company that has served the American public with success, for nearly a century. The stability of our business is indicated by the fact that sales are good in times of war or depression, as well as in times of peace and plenty. Possible earnings are limited ONLY by your own capabilities. And for your later years, retirement benefits are assured.

If you are a good organizer and have potential ability to teach and inspire others to be successful in sales work, you will want to know more about the possibilities of a profitable lifetime career with us. A note will bring you full information. Write today telling us something about yourself. All inquiries will, of course, be kept confidential.

Address C. L. Morse, Box 2257, Sales Management, 386 Fourth Ave., New York 16, N.Y.

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tached cords with balls and rings which dangle enticingly when the Gym is suspended above a child's crib. It was invented by a father for his twin daughters, and is highly recommended by child psychologists. It gives a baby a chance to handle a variety of shapes (rings, knobs and cords), to grasp and manipulate, and to enjoy color and movement. Millions of these have been sold in the last few years, and many a baby has had its help in learning the important business of sitting up. It retails for about \$2.

The Cradle Gym and a number of other "Right-Time" toys are described in an interesting little booklet, "My Child's Play Schedule." It lists 11 toys—four for the infant; one for the creeper: a ball—soft and easy to grasp, colorful and washable, but not bouncable; six for the toddler.

Booklet Gives Details

The little booklet illustrates and describes these toys, telling exactly what each toy does for a child at the age for which it is recommended. The front cover shows the dial of a clock, manipulated by a toddler. On the back cover there are four questions a parent might ask in deciding whether or not a certain toy is suitable: Will it interest a child and continue to hold that interest? . . . aid in balanced development? . . . encourage the use of hands and uncover latent talents and aptitudes? . . . help prepare for school and later life?

"My Child's Play Schedule" is one of a series of informative booklets written to appeal to consumers. The titles indicate that they are good-will builders for the company and its retail outlets. (The Play Schedule booklet is included in the package of any toy produced by Childhood Interests.) Some of the other brochures are: "Exposing Your Child to Beauty," "Learning to Use One's Hands," "Everyone Can Paint," "Play as the Prelude to Life," "Children Are Natural Builders," "Musical Awakening Through Toys," and "Toys My Children Need."

"The Beginnings of Childhood Interests," the title of one of the series, unlike many stories of the origin of companies, has real consumer appeal. It is a sprightly, first-person account by Harry E. Miller, founder of the company, who had been for 16 years head of Book House. After he had retired he got the idea of founding a toy company to produce toys which would: 1. Establish play patterns of the right kind; 2. Inspire love of beauty; 3. Train skilled use of the hands; 4. Help a child to become a better social being.

The war interrupted some of Mr. Miller's plans, among them a "Toy-a-Month Caravan" project, somewhat on the order of the Book-of-the-Month club, but applied to playthings. To simplify marketing, there were 12 toys in one package, with directions to the parent on giving them to the child in proper sequence.

Some of Childhood Interests' items have been curtailed as a result of the war, but the Cradle Gym has been produced consistently at the rate of from 2,000 to 3,000 a day. The stores like it because both parents and babies like it—and also because CI furnishes



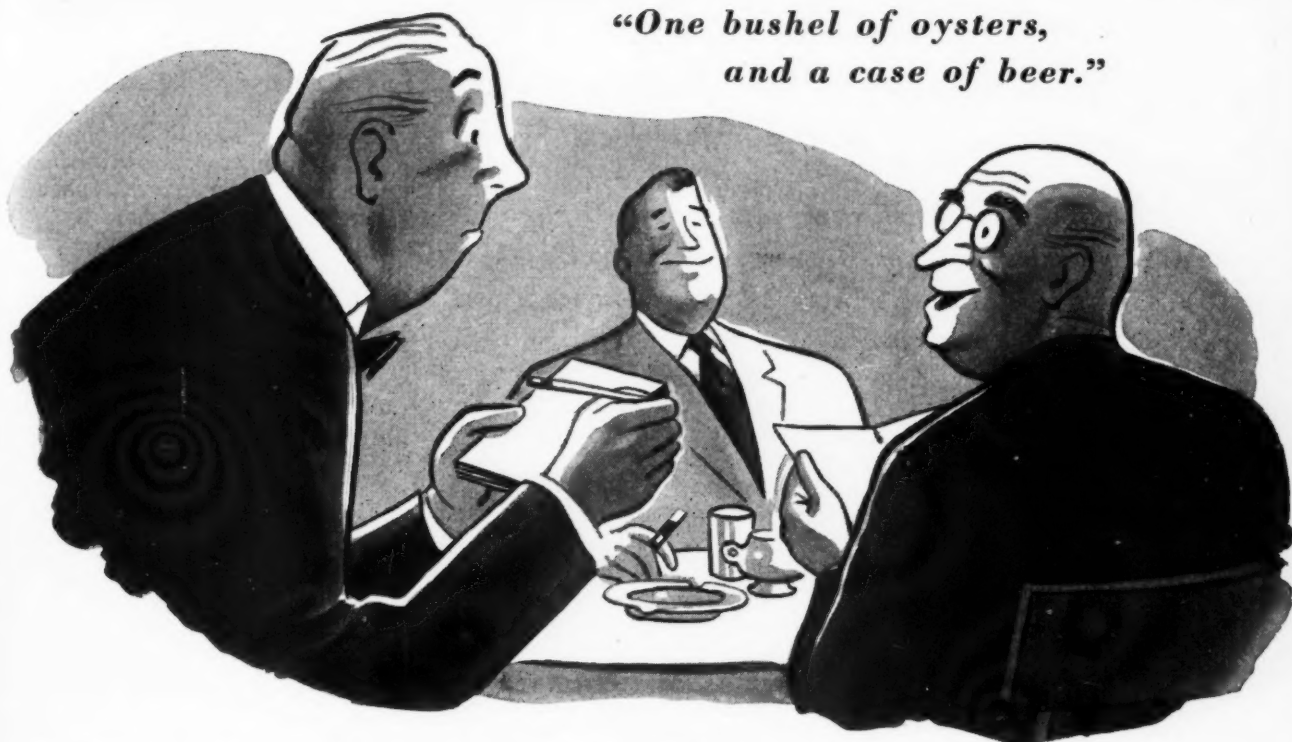
CREEPER BALL: It's soft, light, colorful, easy for little hands to grasp. It rolls, but not far . . . not far enough to bring frustrated squalls from its tiny owner

an attractive display unit—a gay cartoon with the front open and the Gym suspended in it, as it would be over a child's crib. There's an illustration inside showing how a child grasps the ring and in so doing rises a bit from the crib. The "doors" of the open unit show it in use with a play pen and with a crib; they also have advertising copy addressed to parents, explaining the attributes of the play item.

The Allan Irving Co., New York City, handles the advertising and designs packages. Advertising appears in business magazines and publications for mothers. William A. Finerty, sales manager, is in charge of the New York office.

SALES MANAGEMENT

*"One bushel of oysters,
and a case of beer."*



Maybe You Can Afford It ... but is it GOOD BUSINESS?

MAYBE you can afford the luxury of buying nearly 1,300,000 daily newspaper circulation to reach the 1,000,000 families in the 14-county Philadelphia ABC trading area.

But is it *good business* to contract for some 300,000 *more* readers than there are household units in America's 3rd Market — when a little elementary field research discloses that you're completely by-passing well over a quarter million families in your *primary* audience?

That's the net of your problem when you're trying to put together a newspaper list that gives you complete access to the \$5 billion effective buying income* of the Quaker City market.

*Sales Management "Survey of Buying Power," May 15, 1945.

The solution lies in analyzing the daily newspaper reading habits of the people of Philadelphia.

You'll find that Philadelphia traditionalists read one, or both, of the two conservative Quaker City dailies. Liberal-minded Philadelphians buy, believe in and support *The Record*.

That's why *selling* Philadelphia isn't a mere matter of buying the two largest available units of newspaper circulation. What really counts is reaching ALL the people on *both* sides of the liberal-conservative divide.

Hence the merchandising axiom that has become a commonplace with successful advertisers in America's 3rd Largest Market... *"It takes The Record and One Other to cover Philadelphia"*.

PHILADELPHIA RECORD

QUARTER MILLION DAILY • HALF MILLION SUNDAY

Represented Nationally by George A. McDevitt Co.—New York, Chicago, Philadelphia, Detroit, Cleveland

FEBRUARY 15, 1946



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Sports Movies Build Friendly Feeling for Tide Water Oil

This new kind of institutional advertising helps the local manager build company prestige and personal sales contacts by showing sport shorts to community groups. Its success over 10 years is leading to the use of other kinds of shorts with wide audience appeal.

A NEW kind of institutional advertising is building goodwill, serving as an effective tie-in for large-scale radio advertising, and furnishing desirable sales contacts for Tide Water Associated Oil Co. and its local dealers. Associated is famous among sports fans of all ages for its annual radio Sportscasts. The possibility of filming these sports classics for local audiences occurred to Associated executives some time ago and the plan has been in operation for over 10 years.

Since then, 17 Associated film libraries have been established in 11 West Coast cities and in Honolulu. Sports have not been the only film subjects; rather Associated has developed a wide selection of shorts, many in sound and color, as well as animated cartoons. The 16mm films are exhibited in schools, churches, lodges, service hospitals, and for similar audiences.

Most of the sports films are produced by or for the company. Other films are obtained from producers or firms (such as Castle Films) making professional productions. Whenever a new film is added to the repertoire, the company's leaders and trailers are affixed, indicating that the picture is presented by Associated. This is the only identification and the only advertising matter. Prints are supplied to each of the 17 film libraries and are then available for showing to local organizations by Associated personnel. The libraries are directed by Mr. Harold R. Deal, manager of advertising and sales promotion.

Dual Purpose

A double purpose lies behind the offer of these free showings to the public: First and most important, they provide desirable sales contacts for Associated personnel. Second, they serve as part of a public relations policy implementing the slogan, "Friendly Associated Service" that is always tied in with advertising and with dealer promotion.

Since many program chairmen are influential in their community, Associated's sales office has found that by

making the films available through the selling organization, and by having the salesmen give the actual showings, profitable sales contacts are made. Over and above this, the showings to organized groups add to the prestige of the company and build goodwill.

During the war, if required and upon request, Associated not only supplied the projection equipment but sent along an operator. They believe that from now on, with more and more private projectors coming into use, and knowledge of their operation spreading, there will be fewer calls to supply anything more than the film.

A tie-up that has proved very popular with audiences is a current football movie showing, together with a personal appearance of an Associated Football Sportcaster already familiar to the audience through radio broadcasts. This combination has been eagerly accepted for the entertainment portion of a good many luncheon clubs and civic meetings.

Dealers Are Community Men

Associated dealers are encouraged to be very active in their own communities and generally are so, belonging to luncheon clubs, churches, lodges, and similar bodies. Dealers are familiarized with the films through the company's publications and contact material. Radio announcements mentioning the films direct groups desiring the film showings to apply to their local Associated distributor. And dealers themselves through their own efforts and contacts initiate requests and suggest use of the films in the building of programs. Steady bookings are maintained in this way, aided by the mention during Sportcasts, by announcements in publicity and advertising, and by word of mouth.

Mr. Deal says, "Films catch on; in other words, a showing at one organization in a community nearly always results in additional inquiries from other organizations. Someone sees the picture and wants to use it for his club so another booking is arranged."

The films are always handled by

the company's regular personnel. "This is because," Mr. Deal explains, "our main purpose in providing the films is to establish sales contacts for our selling force. By actually handling the program, members of our organization are thoroughly conscious of the motion picture activity and serve as good bush beaters in lining up showings."

Though the film activities may be dwarfed by comparison with the company's radio programs, they are considered a most important adjunct in the creation of goodwill. "To substantiate this, a tabulation of the 1945 monthly film attendance reports from the libraries reveals that the showings have skyrocketed to a high point this past year." The increase in demand has determined the company to make available a wider variety of films in the near future, and to let the service grow as its use by the public indicates. Probably more sound and color films will be added to the list.

Appeal to All Age Groups

One might expect the more youthful members of the community to show the greatest enthusiasm for the films in general and the sport pictures in particular. The reports from the library, however, indicate that all ages like them. A member of the head office sales department who went along with the operator and salesman in connection with a football showing given jointly with appearance of a sportscaster, reported gleefully that the audience, composed of Masonic Lodge members ranging in age from 55 to 80, sustained an amazing degree of enthusiasm throughout the fifteen-minute program.

As an example of the kinds of groups that ask for Associated films, here is a list of organizations in Portland, Ore., that recently exhibited films from the Portland, Ore. Associated film library:

Lions Club
Gladstone Baptist Church
Scout Court of Honor
Y.M.C.A. Boy's Club
Delta Phi Kappa Sorority
Sellwood Methodist Church
Jefferson High School
Oregon Casualty Adjustors
Forum Meeting
U. S. Army Air Force, Portland Air Base

Coming Soon:

Because of the vast opportunities existing for placing films in the school systems, SM is scheduling an article on how to design films which educators will use. Look for it in one of the March issues.

Agency Approval

We are gratified that during the past year a growing number of advertising agencies have placed their clients' advertising in *The Rotarian* and/or *Revista Rotaria*. Among them are those listed below.

We are grateful for their confidence in the value of these two publications. We are now in a position to serve them and their clients even more effectively than ever.

The circulation of *The Rotarian* has reached an all time high of over 210,000... an audience of key executives who buy or

influence buying for their businesses, their homes, and their communities.

Revista Rotaria, printed in Spanish, now has a circulation of more than 27,000, reaching leading manufacturers, importers, distributors, and government officials in the 21 countries of Latin America.

Interesting facts and figures about these important publications and their top ranking executive audiences are available for the asking. Just drop us a line... there's no obligation.



For instance:

Burke Dowling Adams, Inc.
Advertising Agency Associates
Agency Service Corporation
Associated Advertising Agency
Wesley Aves & Associates
N. W. Ayer & Son, Inc.
Barnes Advertising Agency
G. M. Basford Company
Batten, Barton, Durstine & Osborn, Inc.
Frank Best & Company, Inc.
H. George Bloch Advertising Co.
Botsford, Constantine & Gardner
Bozell and Jacobs, Inc.
Bresnick and Solomont
E. H. Brown Advertising Agency
Burton Browne Advertising
Buchanan and Company, Inc.
The Buchen Company
Burlingame and Grosman
Leo Burnett Company, Inc.
Cummings, Brand & McPherson
D'Arcy Advertising Company
Dozier-Graham-Eastman, Advertising
Jim Duffy Company
Engle Advertising, Inc.
The Essig Company, Ltd.
Erwin, Wasey & Company
Export Advertising Agency, Inc.
The Fensholt Company
Ferry-Hanly Company
Robert G. Fields & Company
C. C. Fogarty Company
Foreign Advertising & Service Bureau, Inc.
Albert Frank-Guenther Law, Inc.
Frizzell Advertising Agency, Inc.

Fuller & Smith & Ross, Inc.
Gardner Advertising Company
Gotham Advertising Company, Inc.
Gourfain-Cobb Advertising Agency
Gray & Rogers, Advertising
Griffith Advertising Agency
Guenther-Bradford & Co., Inc.
Henri, Hurst & McDonald, Inc.
Hoffman & York
Horton-Noyes Company
Charles W. Hoyt Company, Inc.
H. B. Humphrey Company
J. Roland Kay, Inc.
Kelly, Nason, Inc.
Kiesewetter, Wetterau & Baker
Abbott Kimball Company, Inc.
Philip Klein Advertising Agency
Lamport, Fox, Prell & Dolk, Inc.
Landsheft, Inc.
Lauesen & Salomon
Al Paul Lefton Company, Inc.
A. W. Lewin Company
MacDonald-Cook Company
The Jay H. Maish Company
Terrill Belknap Marsh, Associates
McCann-Erickson, Inc.
The McCormick-Armstrong Company
A. McKim, Ltd.
Merchandising Advertisers
Arthur Meyerhoff & Company
Mithoff & White, Advertising
Howard H. Monk & Associates
R. T. O'Connell Company
C. J. Ollendorf Advertising
O'Neill, Larson & McMahon

Pacific National Advertising Agency
Perrin-Paus Company
Perry-Brown, Inc.
Potts-Turnbull Advertising Company
Presba, Fellers, & Presba, Inc.
J. M. Reilly Company
Roche, Williams & Cleary, Inc.
Rogers, Gano & Bachrodt, Inc.
Charles Edson Rose Company
Rose-Martin, Inc.
Arthur Rosenberg Co., Inc.
Schwab and Beatty, Inc.
Frederick Seid Advertising
Wm. G. Seidenbaum & Company
K. E. Shepard Company
John A. Smith & Staff
Clem J. Steigmeyer Advertising
Stevenson & Scott, Ltd.
Swafford & Koehl, Inc.
J. Walter Thompson Company
Arthur Towell, Inc.
Triangle Advertising Agency, Inc.
United States Advertising Corporation
Van de Mark Advertising, Inc.
VanSant, Dugdale & Company, Inc.
Irwin Vladimir & Company, Inc.
Walker Advertising Agency
Norman D. Waters & Associates, Inc.
Wertheim Advertising Associates
The Wesley Associates
Almon Brooks Wilder, Inc.
Wildrick & Miller, Inc.
Edwin Bird Wilson
Young & Rubicam, Inc.
The Zlowe Company

THE

Rotarian



Revista Rotaria

35 East Wacker Drive, Chicago 1, Illinois

FEBRUARY 15, 1946

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"Fez" Woos Skittish Male Market With He-Man Sales Promotion

IN Hollywood more than 200 cosmetic manufacturers are battling for the comparatively new male toiletry market, with more coming along all the time. When the dust settles, there will be perhaps 20 established brands, toiletries for men compounded and marketed to male tastes.

Plainly in the van is "Fez," made

by Charles, Inc., Hollywood. The cologne, after-shave, talcum, and all, are put up in masculine, slightly sharp spice scents, called Sultan, Sahib, and Sudan, in keeping with a clearly focused marketing idea. Adopting the Arabian Nights idea of eastern opulence, Fez features the harem theme: Man, the Sultan, surrounded by wor-

shipping houris. The theme runs through all advertising, containers, display material, and literature. Special paintings by E. Simms Campbell *Esquire* artist, have been commissioned, which, though entirely different from his magazine illustrations, have nevertheless an inevitable connection with them. The advertising, prepared by the Jere Bayard agency, Los Angeles, is now expanding from the regional scale imposed by shortages of toiletry materials, and is now scheduled for national magazines, including *Esquire*.

Newspaper ads for dealer use go harem, as does the ceramic flask chosen for the colognes, with its bright red, black tasseled fez, serving both as bottle cap and motif.

The Shy, Wary Man

Man as a customer for toiletries is still extremely shy and wary. He has a conscious desire to be well groomed, and a subconscious desire to use masculine scents in the after-shave which is the first accepted product. If the scent is masculine, it can be added to deodorants, talcum, and finally supplied for its own sake, in cologne, long regarded as a lotion rather than a perfume.

The Sultan theme, together with the spicy scents that have been proved, by tests, to have strong sales appeal with men, and the flossy male package, have made Fez markedly successful on the West Coast. They also appeal to women, buying gifts for men. Finally, the line has been priced for the average quality market, rather than the luxury trade, from \$1.25 for a two-ounce flask, on up.



SHIEK APPEAL: Packages for the "Fez" line of male toiletries have an Arabian Nights feeling. Motif is carried on through designation of the three basic scents as "Sultan," "Sahib" and "Sudan."

SALES MANAGEMENT

**12,000 in the Afternoon
12,000 in the Evening!**



The Auditorium was filled to capacity.

It was the season's third meeting of the Women's Institute of St. Paul, that famous women's organization sponsored by the St. Paul Dispatch-Pioneer Press. Two programs were scheduled in the Municipal Auditorium.

A great sea of women surged out of the loop district and headed for the Auditorium. When the afternoon program opened, the 12,000 seats in the Auditorium were filled.

The scene was repeated in the evening. 12,000 seats again were filled.

Here is a quick picture of the thousands of women . . . of Women's Institute Day in St. Paul in December.



They filled the Auditorium lobbies.



They surged out of the Loop District.

for **ACTION**
in **ST. PAUL** it's the



ST. PAUL DISPATCH-PIONEER PRESS
SAINT PAUL, MINNESOTA

RIDDER-JOHNS, INC.—National Representatives
NEW YORK CHICAGO ST. PAUL
342 Madison Ave. Wrigley Bldg. Dispatch Bldg.

Media & Agency News

Television Is Ready For the Big Time

TELEVISION is ready to go into competition for a share of the \$3 billion spent on advertising each year in the United States. To find out just what this new medium can do for advertisers, the Television Institute, held January 29 in Washington, D. C., turned the capital into a one-day Mecca for television authorities and advertising executives.

The program, sponsored by *Television Magazine* and the Advertising Club of Washington, beamed discussion to some of the hottest problems bearing on advertising and sales acceptance of television.

How much will it cost?

How fast will its audience develop?

What can sponsors get out of television today?

What technical improvements make it a better medium?

What about the Federal Communications Commission?

Answers and solutions to these questions were discussed by authorities. Also, representatives of companies which have experimented with television as a tool for institutional advertising, sales promotion and publicity, gave testimonials of results, explained techniques employed and endorsed its future powers as a sales activator.

Will Deal Television a Hand

The annual \$3 billion advertising pool in the United States will soon deal television a hand. The consensus of experts at the Institute were in accord with Paul Raibourn, president of Television Productions, Inc., Paramount affiliate, who estimated that the cost of television advertising can range from 3 to 10 times higher than radio and still successfully compete. A tested 10 to 1 sales pull over radio is implemented by sight in addition to sound, the fact that action plus animation create a stepped-up emotional drive lacking in all other forms of advertising art.

The sale of from 5 to 7 million receiving sets a year, costing \$200 or \$250 each, is to be anticipated and will create the audience for advertisers, Mr. Raibourn stated. That competition among set manufacturers and improved production methods will bring down these prices later, will help to speed the growth of this medium's circulation.

"Come on in and learn how—now," was the invitation proffered advertisers by Paul Mowrey, television supervisor, The American Broadcasting Co., in his talk, "Will Television Advertising Be Expensive?" Mr. Mowrey spoke of both institutional and buy-it-now techniques of audio-video selling. In inviting sponsors to start televising now he indicated the complications of the job and the wisdom of learning early to use television as an efficient selling tool. Today pennies will buy the experience which will cost dollars tomorrow. Also the publicity resulting from the use of television by an advertiser is a free and excellent by-product in these days when everything in the field is news.

Ironing Out a Problem

The egg-and-hen problem, known in television as receiving sets and good programs (which will be first?), is being ironed out. During the war neither sets could be manufactured nor stations set up. However, over a hundred companies, potential advertisers, have been experimenting in this medium. Moving picture, radio, music, writing, staging, and theatrical talents have been combining to create and perfect the new art. Further, it is estimated that a total of \$35,000,000 has already been spent for television development.

E. W. Engstrom, research director of RCA Laboratories, Inc., and internationally recognized authority in electronics, discussed strides by television technicians. Emphasizing improved equipment, Mr. Engstrom spoke at length on RCA's new television camera tube. Known as the Image Orthicon, it is 100 times as sensitive to light as its most efficient predecessor and operates at all intensities of illumination from that of the darkened room to the high brilliance of a studio stage. The implications of this improvement for programming are considerable. Sports contests have been found to be the most popular of all programs and, at the same time, the most difficult to televise due to uncertainties of illumination. Football games nearing sunset, night baseball and boxing arenas have suddenly become much more practicable for telecasting. Mr. Engstrom said that the technicians have done their part, that it is up to those working in other phases of television to catch up.

Film vs. live art, television vs. other media, the technicians claiming to have outdistanced other contributors to audio-video development and a num-

ber of other growing-pain problems of the young industry were examined for diagnosis. The only major television problem not on the Institute's agenda was that of color vs black-and-white. But omission of the problem of color was still understandable since the Institute's panel of experts comprised only proponents of the black-and-white school.

"Television constitutes a public service and is ready to go," Paul Porter, chairman of the Federal Communications Commission, told the Institute. The FCC is gaining momentum in assigning wave lengths and licensing new nations, he stated, but those most interested in television's ultimate developments will be the ones to see that the obstacles are overcome. Mr. Porter predicted that television will become a "commonplace, established American service."

But proof of the pudding, at least for representatives of advertisers at the Television Institute, came in the form of what amounted to testimonials by other advertisers. Representing department stores, a manufacturing company and one of America's heavy industries, several speakers gave blow-by-blow stories of how they had actually used television. The problems peculiar to their particular product-showing and what they, as representatives of their companies, think of audio-video advertising for the future were frankly discussed.

Intra-Store Television

Herbert E. Taylor, Jr., director of sales, Transmitting Equipment Sales Department, Allen B. DuMont Laboratories, Inc., told of his experience with intra-store television at Wanamakers. David Arons, publicity director, Gimbel's (Philadelphia), outlined intra-store television and the techniques employed. Both men praised television as a natural goods-mover in department stores. They told of its facility in guiding traffic, in helping departments above the main floor, and in selling featured items. Intra-store television is costly but can be made to pay its own way by replacing spot displays and spot demonstrations as well as increasing sales. Arons and Taylor both look forward to department store telecasting of programs directly into the homes of the public. Mr. Arons said that anybody today wishing to stay in the department store business tomorrow will have to use some form of tele-vision.

The future of dealer-backing in the great American market of household furnishings, especially kitchen equipment, was considerably brightened by

James Craig, regional sales manager, American Central Manufacturing Co., Connersville, Ind. Mr. Craig told how American Central had televised a program, "The Queen Was in the Kitchen." Executives had liked it so much and, since only a few of their 8,000 dealers could see it, they had a film made which was then shown to the dealers. Also, broadsides were prepared to tie-in for floor and window displays. Mr. Craig said, "American Central is thoroughly convinced of television's potentials as a dealer—backing and sales tool."

"How We Advertised on Television," a talk given by Charles J. Durban, assistant advertising manager, U. S. Rubber Co., was full of meaning for American heavy industry—for all American industry.

Warnings to Televisers

A few amusing, yet seriously intended, warnings to expectant televisers were:

1. See that sponsor concentrates on the commercial. He is selling a product, not buying glamor.
2. Get a television set in your own home, then you can really see whether your program is laying eggs.
3. A set in your own home will also keep you posted on your competitors.
4. A simple product story can be made interesting and exciting.

Mr. Durban gave three preferred techniques for product televising:

1. Demonstration. For example, rubber, usually an insulating material, was shown as an electric conductor.
2. Drama. A happy traveler enjoying Keylon Foam rubber cushioning and mattresses on trains, planes and busses, comes home and can't sleep on his own bed which lacks same.
3. Institutional. History of an industry; and most American industries do have exciting backgrounds, rife with discoveries, rivalries, battles against nature, daring chance-taking and—that great American crown—success.

According to Mr. Durban, television is due for some high-powered using by sponsors from big industry.

The Allen B. DuMont Laboratories, Inc., scheduled the first telecast from their new Washington, D. C., station W3XWT to coincide with the Television Institute's noon-day break. With instant clarity and focused timelessness the receiving set was tuned in. A personable young man, newscasting and interviewing a Congressman, was seen as well as heard. "Televisionaries," practicing their own preachments, showed 'em to sell 'em. For telecasting advertisers of tomorrow: seeing was believing.

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Radio

KCMJ, Palm Springs, Calif., began operations and joined the Columbia Broadcasting System as its 154th outlet. . . . Humboldt J. Greig has been named assistant to Fred Thrower, vice-president in charge of sales, and G. T. C. Fry has replaced Mr. Greig as director of business development, American Broadcasting Co., Inc. Robert



GREIG



FRY

H. Hinckley, Justin W. Dart and Robert E. Kintner have been elected to ABC's board of directors. . . . The appointment of Carl Gebuhr as CBS director of press information in Washington, and of WTOP, Columbia-owned station in the capitol, has been announced. . . . J. R. Poppele, chief engineer of WOR, has been elected a vice-president of the station. . . . John J. Kelly has returned from military service to his position as KYW publicity director.

F. M. Sloan has been named assistant manager of WRS, Inc., and F. P. Nelson is now the station's Washington representative. . . . John B. Conley has been appointed manager of Westinghouse Radio Stations, Inc. . . . Charles S. Young replaces Mr. Conley as manager of KEX, Portland, Ore., newest station in the Westinghouse Radio Stations, Inc., group. Wilmer C. Swartley has returned from the Army to manage stations WBZ and WBZA. . . . George Ross has been appointed commercial manager of the Monterey Peninsula Broadcasting Co., operators of Radio Station KDON. . . . Paul R. Fry, general manager of Station KBON has been elected vice-president and director of the Inland Broadcasting Co. . . . WFIL has inaugurated a new series of "on the spot" recordings. With portable wire recorder and an engineer, William A. Farren, special events director, will penetrate deepest Philadelphia and interview "the men most affected by the latest news."

Newspapers

Plans for enlarging and modernizing *The Register and Tribune* plant, Des Moines, Ia., have been announced.

The addition will include a 7-story building and give the plant 50% larger productive capacity. Construction will begin this spring if it can be done without prolonging housing shortages in Des Moines.

A newsletter series called "Retailer Guide" and described as a memo to keep advertisers advised on trade trends has been inaugurated by the *Nassau Daily Review-Star*.

Three authors, Louis Bromfield, Margaret Dorothea Landon and Arthur Schlessinger were guest speakers at the second of a series of book and author luncheons sponsored by *The Washington Post*, January 30, in Washington, D. C.

The Carolinas' Advertising Executives Association, composed of dailies in both the Carolinas and eastern Tennessee, along with publisher and mat service representatives, will meet at Chapel Hill, N. C., February 22-23.

The M. L. Annenberg Memorial Awards to 10 editorial department members of *The Philadelphia Inquirer* were recently presented by Walter H. Annenberg, publisher. Three \$500 awards were given for reportorial achievements during 1945, and seven of \$250 each for various outstanding editorial accomplishments.



H. S. BARNES, associate sales director of the ANPA.

Thomas M. Maes II has returned from the Navy to his former position as national advertising manager of *The Houston Post*. . . . Changes in titles of The Troy Record Company's executives have been announced as follows: Frank L. York from treasurer and business manager to treasurer and general manager; Chester E. Velie from officer manager to business manager; J. Arthur Viger from local and national advertising manager to advertising director. Wages of all employees of The Record Newspapers have been increased 10%. . . . Walter R. Holmes has joined the eastern sales staff of *Puck—The Comic Weekly*.

Magazines

Common Sense has been merged with *The American Mercury*. . . . In publishing *True's* new advertising rates, effective date July 1946 issue,

SALES MANAGEMENT

Fawcett Publications, Inc., announce a circulation increase of 300,000 in one year, and that present circulation guarantee is one-half million, new circulation guarantee, 650,000. . . . Mary Davis Gillies, architectural editor of *McCall's Magazine*, has been invited to England by the British Ministry of Information, to lecture on housing and interiors. Her itinerary includes Scotland and northern England as well as London and vicinity where she will consult with housing groups, Boards of Trade, etc.

* * *

J. B. Scarborough, new publisher of *The American Magazine*, has been elected to the board of directors and made a vice-president of Crowell-



J. R. NORRIS, is American Magazine's new advertising sales manager.

Collier Publishing Co. J. R. Norris replaces Mr. Scarborough as the magazine's advertising sales manager, and is himself replaced as western sales manager by H. E. Cole. . . . Gilbert E. Whiteley and Harold B. Taylor have been appointed advertising manager and treasurer, respectively, of Grit Publishing Co. . . . Cameron Harvey has joined the editorial staff of the *Farm Journal* and August J. Fehrenbach has become executive assistant specializing in building materials. The *Farm Journal* also has promoted Ned Costello to be manager of its New York City sales staff. . . . Arch L. Thiele takes up new duties with *Pathfinder* as director of sales development, and is replaced by Ed Wright as New York City manager. . . . Harold L. Ganz has been appointed business manager of *Liberty Magazine*. . . . Louis B. Croll, recently discharged combat Navy photographer who saw action aboard flattop U.S.S. *Salamaua*, has joined the advertising staff of *Art News*.

Business Papers

In a "spot sampling" of present consumer demand for frozen foods, recently conducted by *Quick Frozen Foods Magazine*, about 90% of the women interviewed indicated the desire to cut shopping time by putting in one or two weeks' supply. Additional information shows that the New York City housewife buys frozen foods regularly and prefers self-service, that she is especially anxious to get frozen

meats, but is not yet interested in cooked frozen foods. In planning to continue "spot samplings" in other cities, E. W. Williams, publisher of *Quick Frozen Foods Magazine*, says: "Part of our job is to help the trade keep itself informed of developments in the public mind as well as in the market."

* * *

Judy Dupuy, whose book "Television Show Business" has just been published, has been named editor of *Televiser Magazine*. . . . Industrial Publications, Inc., announces the appointment of Harry G. Mumm, as advertising representative for *Building Supply News*. . . . E. P. Meade has been named New England advertising representative for *Forbes Magazine*. . . . J. Howard Pile has become business manager of *Fleet Owner*, Ferguson Publishing Co. . . . Leslie J. Schmidt, recently discharged from the Army, has returned to his position as managing editor of *American Brewer*. . . . Major Howard L. Shonting has been elected president of the newly organized *Trans-World Publishing Co.*

Agencies

Formation of the new advertising agency, Donovan & Thomas, Inc., 119 West 57th St., New York City, has been announced; president, J. F. Donovan, and vice-president and treasurer, W. L. Thomas. . . . The Prater Advertising Agency, Inc., 705 Chestnut St., St. Louis, Mo., has been established by George L. Prater, former vice-president of the Anfenger Advertising Agency. Accounts which have followed Mr. Prater are Falls City Brewing Co., Merit Clothing Co., Moniteau Woolen Mills, and Whitmire Research Laboratories. . . . The New Los Angeles agency, J. W. Eccleston, Jr., announces a 500% expansion of office space in its first 98 days. . . . Ewell & Thurber Associates is the new name of the United States Advertising Co. . . . John A. Cairns & Co., a partnership since its formation, has incorporated under New York State law, effective February 1. Its executive, public relations, media and bookkeeping departments have moved to 207 Fourth Ave., account executives and production departments remaining at 45 East 17th St., New York City.

* * *

William L. Weddell joins Leo Burnett Co., Inc. as vice-president, effective February 15. . . . J. H. Cerny, managing director of J. Walter Thompson Company's Antwerp office, has returned to Belgium; Robert Simpson has joined that agency's International Department, and will leave for India at the end of the month.

SALES PROMOTION MANAGER

Executive or with executive possibilities, experienced in drug merchandising direct to and through independent retail drug stores.

Must be able to follow through on sales plans and promotional activities. Essential to have a successful record in hiring and training salesmen and be able to transfer ideas through them to retail salesclerks. Applicant should be willing to spend greater part of time making contacts in the field, conducting sales meetings for owners and clerks of stores or group of stores.

If you can qualify, send a complete personal, business and educational background attaching recent snapshot. Also, state salary expected. All replies confidential. We are located in the Middle West.

Box 2264, Sales Management, 386 Fourth Ave., New York 16, N. Y.

WANTED—

COMMERCIAL SALES MANAGER

This is an exceptional opportunity for an aggressive engineering-trained, promotional-minded sales executive to take charge of the Commercial Sales Department of a large metropolitan electric utility. Principal promotional emphasis is on lighting and electric cooking. The department will consist of 40 salesmen and engineers. Our employees know of this advertisement. All replies will be considered confidential.

Address reply to BOX 2265,

SALES MANAGEMENT,
386 Fourth Ave., New York 16
New York

SALES MANAGER'S POSITION:

Company: Well-established, financially sound and progressive Western printing firm.

Duties: Management of sales and distribution of creative, ruled form, carbon interleaved and job printing.

Salary: Bonus and commission. First year should earn from \$7,000 to \$10,000. Box 2263, Sales Management, 386 Fourth Ave., New York 16, N. Y.

SALES MANAGER

Manufacturer of a line of packaged foods operating now in 11 Western states wants sales manager to take charge of going organization of 4 district managers and 60 salesmen covering grocery trade. Should have successful record as district or divisional sales manager of products marketed through grocery stores. Prefer age 35 to 42.

There is an unlimited future for such a man and salary in keeping with ability with a long established and growing company with strong financial position and aggressive advertising.

Write giving business and personal history. Enclose snapshot. Your reply will be treated confidentially.

Our sales organization has been notified of this ad.

● Address Box 2255, Sales Management, 386 Fourth Ave., New York 16, N. Y.

Packaged Foods

WANTED BY LARGE MIDWEST

APPLIANCE MANUFACTURER

A top-flight sales training director to:

Prepare sales training programs for regional product specialists and supervise their work in product sales training programs for retail dealer salesmen.

Conduct a scientific salesman selection program and set up an organization for the installation and use of this program by retail dealers.

This company is the outstanding leader in its field and is now in the process of making important additions to its line of products. Salary open. Please give complete details concerning experience, training, age, and personal factors. Box 2259, Sales Management, 386 Fourth Ave., New York 16, N. Y.

Prominent Manufacturer of Appliances

is seeking experienced man to serve as Assistant to Advertising and Sales Promotion Manager, working with dealers. Should have knowledge of:

National Advertising, local newspaper, billboard and car card advertising

Publicity Releases through local newspapers and direct mail

House Organ material both for home office and dealer use.

This company, located in Indiana, has an excellent post-war future. It is expanding its line of products and dominates its particular field.

State details of experience, training, and salary required. Box 2260, Sales Management, 386 4th Ave., New York 16, N. Y.



FIRST GIANT POST-WAR SIGN: Now under construction, the Douglas Leigh sign, promoting REM, a cough remedy, has letters five stories high (the biggest electric letters in the world), includes almost a mile of neon tubing, 60,000 square feet of galvanized iron and more than three miles of cable.

... Ruth Marchel, former promotion manager of the *American Legion Magazine*, has joined La Roche-Ellis, Inc., as an account executive.

* * *

Milton V. Carlson has been appointed vice-president of Western Advertising Agency. ... Elizabeth Gawne, Helen Mulvanerton, and Fred Yosca have joined the Foreign Department of McCann-Erickson, Inc. ... James B. Sullivan, formerly a Major serving on the Joint Staff under Admiral Chester W. Nimitz and who was awarded the Distinguished Service Medal, the Legion of Merit, Silver Star and the Purple Heart, has joined the San Francisco office of Foote, Cone & Belding. ... Young & Rubicam has appointed to its Chicago Office Robert R. Burton as account executive and John D. Beverly, Jr., research staff member. ... Samuel Black has been appointed vice-president in charge of public relations by the Ted Black Agency.

* * *

Frank Minehan has joined Pedlar & Ryan, Inc., as head of Media; Harold Stone has joined the agency in an executive capacity. ... Robert L. Nourse, Jr., has joined Dorland International-Pettingell & Fenton, Inc., as account executive and a member of the Plans Board. ... Lt. Louis F. Demmler, USNR, has returned to Ketchum, MacLeod and Grove, Inc., to become director of research and merchandising. ... Chas. Dallas Reach Co. has appointed Ralph E. de Castro vice-president in charge of all creative copy work; Diane Wheeler Hutchinson has become an account executive with this agency. ... With the return of Harold J. Carmichael to the Media Department and Warren Lee to the Art Department, Ferry-Hanly Co. announces that all former employees who

were in the Armed Forces are now back with them.

Avery McBee, former public relations and advertising director of The Glenn L. Martin Co., has been appointed Hawaii manager of N. W. Ayer & Son, Inc. ... Allen Bussman has joined Fuller & Smith & Ross, Inc. This agency announces that, with the return of ex-G.I.'s Louis Boyce, Joseph Nageotte and Charles Lonsdale, its media department has doubled since V-E Day.

Outdoor

Newly elected officers of the National Outdoor Advertising Bureau, Inc., are: president and general manager, John M. Paver; board chairman, Henry T. Ewald, president of Campbell-Ewald Co., Inc.; secretary-treasurer, A. D. Chequoine, Jr., vice-president of B. B. D. & O.; and chairman of Officers and Operating Committee, Harrison Atwood, vice-president of McCann-Erickson Co., Inc. New members of the board of directors are H. A. Batten and Clarence L. Jordan, president and vice-president respectively of N. W. Ayer & Son, Inc.; Theodore L. Bates, president of Ted Bates, Inc.; Gordon Best, president of McJunkin Advertising Co.

* * *

Broadway reconversion is illumined by the biggest electric letters advertising any product in the world. Designed and constructed by Douglas Leigh Inc., a remarkable REM sign includes 60,000 square feet of galvanized iron, nearly a mile of neon tubing, and more than three miles of cable. The "R," "E," and "M" are each five stories high and each covers more space than the average night club dance floor.

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WE TAKE TALENT TO MARKET

If you want to make the most of your talent—whether it be creative, executive or promotional — one good way is to use a confidential service such as ours.

It has always been our policy to urge our applicants to use every effort to place themselves. But we realize that since it is our job to make them sought after, we can often sell them better than they can sell themselves.

Similarly, employers have found it wise to call on us even though they may use other sources to find the men they seek.

Both applicants and employers realize we serve them by always protecting their best interests.

Write today in perfect confidence.

WALTER LOWEN PLACEMENT AGENCY

Established 1920 as headquarters for

**SALES AND ADVERTISING
EXECUTIVE PERSONNEL**

Office • Creative • Executive
420 Lexington Ave., New York 17

Memo: For a Major Sales Executive

Are you, sir, so busy with urgent field work and leadership that you need a top-grade, sales-trained analyst to carry some of your home-office load? This man is worth your attention.

Experience: Two years of outside selling; 3½ years of business, market and product analysis and research for War Production Board (Textile, Clothing and Leather Div.), Weyerhaeuser Lumber Co. and New York retail stores such as B. Altman & Co. and Ohrbachs—3 war years as a naval officer engaged in administrative phases of Navy procurement, contracts and lend lease.

He has earned over \$6500 a year; holds the degree of Master of Business Administration; spent 1½ years in Laboratory Institute of Merchandising; taught business administration and sales management evening courses at Catholic U., Washington, D. C.; has now completed duty in the Office of Inspector of Naval Material, New York.

He is 30, married, available at once. Please write Box 2256, Sales Management, 386 Fourth Ave., New York 16, N. Y.

SALES PROMOTIONAL AND ADVERTISING MANAGER

Man with thorough background in advertising and sales promotion, preferably with experience in metals industry. Must have decided executive ability having been employed in similar capacity. Here is the unusual opportunity for a capable and responsible individual to make a life long connection with commensurate earnings. New York area. Please submit detailed resume to Box 2267, Sales Management, 386 Fourth Ave., New York 16, N. Y.

Comment

ARE WE LED BY THE POLLS? Yes, we are, says Edward L. Bernays in the *Public Opinion Quarterly*. "Public and leaders tend to regard attitude polls as the voice of God and the will of the people. They have a new magic for satisfying the ancient desire to learn tomorrow's lesson from yesterday's page. . . . Polls are an enormously useful implement when honestly, efficiently and intelligently gathered and understood. On the other hand, they are potentially dangerous weapons in the hands of the unwise, the inept, the dishonest or the anti-social."

To control what he sees as an evil, Mr. Bernays proposes that licenses should be required for the practice of polling, and educational activities carried on to acquaint the public and its leaders with the significance and the techniques of polls.

This viewing-with-alarm comes from a man who is a famous public relations counsellor and who has had a great deal to do with the development of techniques for mobilizing "opinion leaders" who often form the nuclei of pressure groups. For countless private clients he organizes campaigns which create the bandwagon effect which he decries in attitude polls. If pollsters should be licensed, why not public relations counsellors? They, too are "potentially dangerous weapons in the hands of the unwise, the inept, the dishonest or the anti-social."

We question two of Mr. Bernays' conclusions: that election polls influence many voters, and that respondents to most attitude polls express what they think is the "proper" thing to say under the circumstances rather than what they honestly believe.

The single best known and most inaccurate poll in history was the one which sent the old *Literary Digest* into oblivion. Had the public been influenced in its voting it would have gotten on the the Landon band-wagon en masse, and F.D.R. would not have carried all of the 45 states. While that is the most striking example of the public's insistence upon making up its own mind, there have been others since which pointed in the opposite direction from the final results. In the main they have been reasonably accurate, and their accuracy helps to make possible sound future planning by public leaders and by business men.

The pollsters who are nationally known and whose findings might, as Mr. Bernays charges, "discourage use of sound democratic methods of reaching important decisions," are well aware of the tendency of some people to lie or at least stretch the truth when they are being interviewed, and they take steps to counteract this tendency. First of all they go to extreme lengths to make sure that

the sample is representative—by age, sex, income level, city size, urban vs rural, previous voting record, color, et cetera. Then they have interviewers ask the questions verbally with some respondents, while with others the respondent can fill out the questionnaire and seal it in an envelope. If material differences are revealed between the two types of response, the pollster knows that something is wrong—with his questions, or his technique, or his sampling, or all three, and he makes a fresh start.

What is the alternative to the discouragement of attitude polling? The alternative, to our way of thinking, is the creation of more and more pressure groups, and it is those pressure groups which are the greatest present deterrent to sound democratic methods of reaching important decisions. People cannot be depended upon to express themselves without a little prodding, such as they get from an interviewer. For proof of this look back to the passage of the Volstead Act. Would that monstrosity, that breeder of the gangster era, ever have been passed had the Gallups and the Ropers been supplying our lawmakers with the true facts about the public attitude on this question?

Business men are interested in this controversy about attitude polling as individuals and also as business men. It is important to them to know the true public attitude, not only about the toothpastes and automobiles they make, but also on public affairs which affect their businesses, such as taxation, labor unions, strikes, foreign trade.

SALES MANAGERS FOR TOMORROW: One of the feature articles in this issue (page 154) tells of a sales training project being developed under the aegis of the Sales Managers Association of Los Angeles which, it is hoped, will later develop into a "College of Distribution" for the training of young people for careers in distribution. This adds another instance to the growing list of projects directed toward the problem of attracting more capable young people to the field of marketing through vocational guidance and training at the school and college level. Sales executives have complained about the lack of specialized courses of a practical nature being offered, for example, in the colleges of commerce and business administration in our universities. Yet not until recently did the leaders in the profession make any organized attempt to consult with teachers to give them

1. A picture of career opportunities in distribution.
2. A business man's appraisal of the strengths and weaknesses of presently offered marketing courses.

Without such information, we cannot expect educators intelligently to expand the facilities for distributive education along lines which will produce well-qualified candidates for post-graduation jobs in marketing. The further development of helpful interchange of thought and information between sales executives and teachers is a function the local sales managers' clubs—and the National Federation—can look upon as a worth while activity in the interests of the profession as a whole.